

**ASSESSING EFFECTS OF DOWNSIZING ON SURVIVING EMPLOYEES'
ORGANISATIONAL COMMITMENT AND JOB SECURITY AT TELEKOM
NETWORKS MALAWI**

**MASTER OF ARTS (HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL
RELATIONS) THESIS**

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UNIVERSITY OF MALAWI

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**ASSESSING EFFECTS OF DOWNSIZING ON SURVIVING EMPLOYEES'
ORGANISATIONAL COMMITMENT AND JOB SECURITY:
THE CASE STUDY OF TELEKOM NETWORKS MALAWI**

**MASTER OF ARTS (HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL
RELATIONS) THESIS**

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DECLARATION

This thesis is my own original work and it has not been submitted to any other institution for similar purposes. Where other people's work has been used, acknowledgements have been duly made. I bear the responsibility for the contents of this paper.

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CERTIFICATE OF APPROVAL

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DEDICATION

To my wife, Grace Mpendesi Nyowani for indefatigable support and encouragement rendered throughout my studies.

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ABSTRACT

This study seeks to assess the effects of downsizing on surviving employees' organisational commitment and job security with TNM as a case of reference. This followed the observation by Kurebwe (2011) revealing that most survivors were worried about their future and how long they were going to keep their jobs within the reduced organisation. This was echoed further by the publication that was carried out in the online Nyasatimes newspaper of 18th November, 2015 indicating that "FMB Employees Living in Fear: Retrenchment Looms". This signifies loss of job security among employees in quest of downsizing implementation which deeply has an effect on employee's commitment. In view of this, coupled with limited research studies on this topic, agitate the researcher to assess how downsizing affected surviving employees' affective, continuance and normative commitment as well as quantitative and qualitative job security at TNM following the downsizing exercise that took place recently. The study was a cross sectional and adopted a descriptive survey design. Data collection was done with the aid of self-administered questionnaire in all TNM where questionnaires were delivered by hand to a sample size of 90, selected using stratified and simple random techniques. The descriptive statistics was used to analyze the raw data with the help of SPSS. Results of the study indicate that downsizing negatively affect surviving employees' affective and continuance commitment. The study shows that surviving employees' affective and continuance commitment reduced after the process of downsizing at TNM. While downsizing reduced survivors affective and continuance commitment, to a greater extent, surviving employees remained committed to TNM normatively. Furthermore, the study reveals that downsizing negatively affects survivors' quantitative and qualitative job security at TNM. The study shows that employees with shorter length of service and employees in lower level their affective and continuance commitment; quantitative and qualitative job security found to be reducing more than employees in the middle and upper levels.

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LIST OF ABBREVIATIONS AND ACRONYM

TNM	Telekom Networks Malawi
USA	United States of America
FMB	First Merchant Bank
USAGAO	Unites States General Accounting Office
ERI	Early Retirement Incentive
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This paper presents a study of the effects of downsizing on surviving employees' organisational commitment and job security. The study surveyed Telekom Networks Malawi (TNM), which embarked on downsizing in 2017 and 2019 respectively, to assess how downsizing affected surviving employees' organisational commitment and job security underpinning affective, continuance and normative commitment as well as quantitative and qualitative job security as critical aspects of both organisational commitment and job security.

Since the 1990s, intensive environmental change has influenced all people and all organizations. Factors such as globalization, transformation, knowledge of the economy, adjusting to change conditions and national and international crises have all prompted organizations to seek more flexible, simpler, increasingly dynamic and mobile organisational structures (Akdogan, 2009). Within this volatile environment characterized by economic constraints, organizations begin to adapt to new internal and external conditions and to use all available resources effectively where in most cases organizations are compelled to make hard decisions of dispensing human capital investment as they strive to control costs and remain competitive. One of the common cost reduction programs employed by firms in reducing the number of employees has been the downsizing strategy (Huka, 2003; as cited in Nyaberi and Karigo, 2013).

Downsizing is the most critical but yet final component in the process of human resource planning. The concept of downsizing is not a new phenomenon in the discipline of Human Resources Management; however, its relevance has been so popular in the recent times as a strategy for competitive advantage. Downsizing is viewed as the deliberate organizational design carried out in order to reduce the work force which in turn is focused on improving organizational performance (Kozlowski, Chao, Smith and Hedlund, 1993). This strongly agreed with Kurebwa (2011) who suggested that organisational downsizing has been used by many organisations to

improve their effectiveness and competitive ability. In a broader sense, downsizing underpins terminologies used in reducing the workforce. Increasingly, the concept has been used interchangeably with retrenchment, redundancy, rightsizing, lay off and disengagement among other terms (Wandera, 2013 and Chinedu, 2010). Retrenchment usually involves a reduction of the workforce due to economic downturn while redundancy involves a reduction of positions as a result of a number of factors, including restructuring, due to economic downturn trends or due to operational, structural or technical reasons (Sikwese, 2014). Although retrenchment and redundancy seem different, these concepts convey similar connotations to downsizing thus; reduction of workforce as a cost cutting mechanism for business survival.

Ultimately, firms adopt the downsizing strategy to enhance organizational effectiveness. This collaborates with the observation made by Appelbaum, Evarard and Hung (1999); Baron and Kreps (1999); and Akdogan (2009), who suggested that organisations implement a downsizing strategy to achieve an appropriate size, to restructure, to adjust to increasing technology advancement, to specialize in their core business, to become more flexible, to cut costs, to remain competitive, to speed the decision making process or to execute new ideas quickly.

However, empirical evidence from both practioners and academic literature reveals that, downsizing efforts have failed to meet their objectives and has greater consequences. Kurebwa (2011) and Nyaberi (2013) affirm this and note that organizational downsizing has considerable negative consequences not only for employees who leave the organisation, but also those who remain, commonly known as “survivors”. Similarly, Chadwick, Hunter, and Walston (2004) suggest that downsizing does not typically result in subsequent improvement in organizational performance. But instead of revitalizing the organization, evidence suggest that organisational downsizing threatens one's job security and this deeply affects survivors’ commitment towards the organisation (Spreitzer and Mishara, 2002).

In their study, Leung and Chang (1999) agreed with Spreitzer and Mishara (2002) and they found that downsizing leads to high levels of stress and job insecurity among survivors and this greatly affects surviving employees’ commitment toward the

organisation. Organisational commitment has been viewed as employee's orientation of the organisation in terms of their loyalty to identification with and involvement in the organisation (Blau and Boal, 1987). Meyer and Allen (1997) argued that in order to measure and understand the concept of organisational commitment, it is vital to understand affective, continual and normative as key components underpinning organisational commitment.

Affective commitment is a positive feeling of identification with, attachment to and involvement in the work organisation (Cohen, 2013). Continuance commitment is viewed as awareness of the cost associated with leaving the organisation and it is calculative in nature because of individuals' perception or weighing of costs and risks associated with leaving the current organisation (Meyer and Allen, 1997). Normative commitment is seen as the desire to remain a member of the organisation due to a feeling of obligation, regardless of the amount of improvement in the state of completion the organisation provides over the years (March and Mannari, 1997).

On another note, job security refers to conditions in which the organization provides stable employment to workers (Daud, 2017). In the context of this study, job security is the assurance that an employee has about the continuity of gainful employment for his or her working life. Job security can be viewed in a two-fold aspect; quantitative and qualitative job security (Dichapalli and Parumasur, 2012; and Fischmann, Sulea, Kovacs, Iliescu, and De Witte, 2015). Quantitative job security refers to employees' worry or fear of losing the job itself and being laid off in the near future while qualitative job security is viewed as employees' worry or fear of losing important aspects of job features (Dechapalli and Perumasur, 2012).

Despite the observation made by Chadwick et al (2004); Spreitzer and Mishara (2002); Leung and Chang (1999); it is evident that organisations in Malawi, including TNM adopt the downsizing strategy. Irrespective of the effects of downsizing on surviving employees' organizational commitment and job security as revealed by most literature on downsizing, TNM downsized 19 employees in 2017 and 137 employees in 2019. This prompts the author to conduct the study to assess how downsizing affected surviving employees' affective, continuance, and normative commitment as well as quantitative and qualitative job security at TNM.

1.2 Statement of the problem

In the last few years, downsizing has increasingly been the most talked of phenomena in the Malawian context and beyond. With the economies around the world faltering, companies being shut down, operations being halted and budgets cut, employees all over the globe are getting laid off (Nyaberi, 2013). In the modern world, where competition does not permit organisations to work without efficiency and effectiveness, it has become pertinent for corporations of every kind to reduce their costs and improve their profitability by inducing modern cost cutting techniques with human resources being the first target.

Recent research studies carried out in the USA have shown that more than 85% of Fortune 500 Companies had undergone downsizing during the first five years (Khan and Cheema, 2010). More so, between 1987 and 1991, a number of smaller firms in USA planned to lay off around one million employees in order to streamline their operations and reduce hierarchical layers (Heenan, 2007; as cited in Nyaberi 2013). Additionally, downsizing trends in Pakistan reflect the observation made by Nyaberi (2013) where in 2006 Habib Banking Limited, one of the leading banks in Pakistan reduced its workforce by 23,000 employees in its downsizing process.

The trend of downsizing observed in USA and Pakistan has also been experienced in firms in African countries. A report issued by Association of Ghana Industries (AGI) as cited in Sikayena, Amoah and Ankomah (2016) affirmed that in 2015, 3,100 employees of Anglo Gold Ashanti Company were laid off and many more laborers were to be laid off as an after effect of energy crisis. In relation to this, in 2006 and 2007, the Kenyan Telkom Limited declared redundant 6, 000 and 9, 767 of its employees respectively (Nyaberi, 2013). Similarly, Kurebwa (2011), noted that in January, 2011, the Reserve Bank of Zimbabwe laid off 1, 455 employees who had served the organisation in various capacities.

Recently, firms in Malawi have also adopted downsizing as a critical strategy for workforce reduction. For instance, in 2016 Malawi Mangoes, the country's first large-scale commercial fruit farming and processing enterprise based in Salima reduced its workforce by 192 employees (Jimu, 2016). Similarly, First Merchant Bank (FMB) one of the renowned banks in Malawi laid off 19 of its employees (Chilikumzako,

2015). On the same, Inde Bank Limited reduced its workforce by 114 employees out of 254 employees following its acquisition plans by National Bank of Malawi (Mkandawire, 2016). More so, Opportunity Bank of Malawi (OBM) in 2016 reduced its employees by 44 and in 2017 it also laid off 250 out of 450 employees (Maravi Post Correspondent, 2017). Additionally, in 2016, FDH Bank laid off 250 employees out of 1420 (Phiri, 2016). Further, Telekom Networks Malawi in 2017 and 2019 reduced its workforce by 19 and 137 employees respectively.

Ultimately, the rationale underlying organisational decisions to downsize is straight forward; that is reducing costs and through that, executives hope to improve firms' profitability (Brockner, Spreitzer, Mishra, Hochwarter, Pepper and Weinberg, 2004). Brockner et al (2004) agreed with Cascio (2009) and argued that firms all over the world undertake downsizing with the expectation that they will achieve economic benefits. Evidence shows that downsizing related hopes in most cases remain unfulfilled; beyond unfulfilled expectations, downsizing results in declining organisational commitment and job security (Krasz, 2005).

According to the research study conducted by Kurebwe (2011) on "*Organisational downsizing and its impact of leavers and survivors: The case of Reserve Bank of Zimbabwe*" it was found that most survivors were worried about their future and how long they were going to keep their jobs within the reduced organisation. This signifies loss of job security among employees in quest of downsizing implementation which deeply has an effect on employees' commitment. Relatedly, the findings by Kurebwe (2011) have further been echoed by the article that was published by the online Nyasatimes newspaper of 18th November, 2015 indicating that "FMB Employees Living in Fear: Retrenchment Looms". Recent downsizing related research studies conducted in Malawi by a number of authors including Sataya (2003) and Chipangula (2005) " did not ascertain how downsizing affected survivors, their commitment towards the organisation and job security. Therefore, coupled with the research findings by Kurebwe (2011), there has been an urge to assess effects of downsizing on the surviving employees' organisation commitment and job security with focus on Telekom Networks Malawi, to contextualize the problem within the Malawian setting. This would consequently answer the following questions; how has downsizing affected surviving employees' affective commitment?, how has downsizing affected

surviving employees' continuance commitment?, what effect has downsizing had on surviving employees' normative commitment? and how has downsizing affected surviving employees' quantitative and qualitative job insecurity?

1.3 Objectives of the Study

1.3.1 Main Objective

The overall objective of this research study is to assess the effects of downsizing on surviving employees' organisational commitment and job security.

1.3.2 Specific Objectives

Specifically, the study seeks to;

- a) find out how downsizing affects surviving employee's affective commitment
- b) determine how surviving employees' continuance commitment was affected by downsizing
- c) establish what effect downsizing has on surviving employees' normative commitment
- d) find out how downsizing affected surviving employees' quantitative and qualitative job security

1.3.3 Research Questions

- a) How has downsizing affected surviving employees' affective commitment?
- b) How has surviving employees' continuance commitment affected by downsizing?
- c) What effect does downsizing have on surviving employees' normative commitment?
- d) How has downsizing affected surviving employees' quantitative and qualitative job insecurity?

1.4 Justification of the Study

This study is important because it generates adequate knowledge with regard to effects of downsizing on the surviving employees' organisational commitment and job security owing to the fact that studies of this nature have not been published in Malawi.

Therefore, this study fills the existing gap in the literature, particularly by explicitly demonstrating how downsizing affected employees' affective, continuance and normative commitment which together provide a better understanding of organisational commitment. This study also demonstrates how downsizing affected survivors' qualitative and quantitative job security. More importantly, the implications from the analysis and suggestions based on this research study are substantial in providing guidelines to all organizations in general to ensure that the downsizing process is done in an organized manner to minimize effects associated with downsizing on survivors' organisational commitment and job security. Further, the study helps firms with an intention to carry out staff layoffs to consider best possible options to reduce possibilities of organizational inefficiencies.

1.5 Organisation of the Chapters

The study has five main chapters. This chapter laid a foundation for the study by providing an introduction, the problem underpinning the study, the study objectives comprising both main and specific objectives, study justification and how the chapters are organized. Chapter two discusses and reviews the relevant literature with much emphasis on downsizing, organisational commitment and job security. Chapter three gives a detailed methodology used in assessing how downsizing affected surviving employees' organisational commitment and job security. Further, the chapter has also outlined study limitations and ethical considerations. Chapter four presents the findings of the study and discusses them in respect to the objectives of the study and the literature. The final chapter concludes the study and makes recommendations in view of the findings of the study and proposed areas for further studies.

1.6 Conclusion

This chapter has discussed the introduction of the study and presents the study's problem statement that motivated the author to conduct this research study. This chapter has indicated the main objective of the study where specific objectives have derived coupled with questions answered by the study. Further, the chapter highlights the study justification and how the chapters are organized.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant literature and theoretical concepts that provide guidance to the study in addressing study objectives. The review has been based on empirical studies on downsizing, organisational commitment and job security. This review of literature starts by defining the concept of downsizing, followed by downsizing strategies, approaches to downsizing, and causes of downsizing. A detailed examination of the concepts of organisational commitment and job security has also been done in order to contextualize the study and identify the gaps which ought to be filled therein.

2.2 Downsizing

Due to the continued global economic meltdown, organisations have found it difficult to maintain a large workforce, but rather, they employ cost reduction strategies. One prominent cost reduction strategy used by firms has been downsizing. Sikayena et al (2016), argued that downsizing has been one of main strategies organizations use to make them stay competitive and survive in the business niche.

Scholars of downsizing have used the term interchangeably with redundancy, retrenchment, rightsizing, layoff and disengagement among other terminologies (Wandera, 2013). Sikwese (2014) posits that retrenchment usually involves a reduction of the workforce due to economic downturn while redundancy involves a reduction of positions as a result of a number of factors, including restructuring, due to economic downturn trends or due to operational, structural or technical reasons. Downsizing is defined as a set of organisational activities undertaken by management in order to improve organisational efficiency, employee productivity and overall organisational competitiveness (Khan and Cheema, 2010). Rehman and Naeem (2012) viewed downsizing as one of the defensive strategies organisations adopt to cut costs or to make the organisation more productive and profitable. Similarly, Casio (2003) defined downsizing as the planned elimination of positions or jobs. Amabile

and Conti (1999) noted that downsizing is an intentional management action involving a reduction of the work force and designed to improve a company's competitive position. Even though downsizing is perceived different to redundancy and retrenchment, these terminologies convey similar connotation to downsizing; thus, reduction of workforce as a cost cutting mechanism for business survival.

In view of the definitions of downsizing as suggested by different scholars above, two critical issues are revealed: Firstly, the decision to downsize is initiated by management. This clearly indicates management prerogative as instigated by Unitarianism. Unitary perspective assumes that management has the right to manage and make decisions (Salamon, 2000). For this reason, downsizing is typically based on little or no employee participation (Sverke, Hellegren, Naswall, Goransson and Ohrming, 2008). This thinking has potential consequences on employees' perception post downsizing and may trigger adverse effects on surviving employees. This reinforces the observation made by Brockner's et al (2004) that layoffs may be a source of considerable stress for the employees who remain and can posit adverse effects on employees' attitude and behavior. Alicia and Chang (1999) Theory of Downsizing supports the view by Brockner et al (2004) on the premise that downsizing results in stressors which causes changes in employees' attitude and work behavior resulting in survivor's syndrome which refers to different attitudes and behaviors exhibited by employees who survived downsizing which include; fear, depression, sense of guilt, resentment, anger, and somatic health effects.

Secondly, it is evident that the ultimate goal of downsizing is enhancement of business survival in a competitive environment. Organizations use downsizing as a tool to achieve profitability with fewer human resources. Rehman and Naeem (2012) support this proposition and argued that the objective of redundancy has been to improve organisational performance and cut the cost of production to enhance productivity and profitability. In the same vein, Casio (2009) suggests that firms undertake downsizing with the expectation that they will achieve economic benefit. However, other scholars have contradicted Rehman and Naeem (2012) and Cascio (2009)'s views. For instance, Krasz (2005) has shown that redundancy related hopes in most cases remain unfulfilled. This assertion was concurred by Madrick (1995) who suggested that while one third of downsizing organisations experienced subsequent productivity

improvements, another one third reported that their post downsizing productivity worsened. Therefore, adoption of strategic downsizing has remained popular, yet significant empirical and anecdotal evidence suggests that the overall consequences are negative (Zyglidopoulos, 2004; as cited in Ngirande, Terera, and Mutodi, 2014) resulting into declined survivors' commitment and job security (Floral, Nyagol and Oluoch, 2013; Krasz, 2005). The observation drawn by Floral, Nyagol and Oluoch (2013) and Krasz (2005) is problematic because their conclusion was broader and it has not reflected how survivors' affective, continuance, and normative commitment as well as quantitative and qualitative job security declined after the process of downsizing.

2.3 Causes of Downsizing

Organisational decision to reduce its workforce is facilitated by several factors. However, Scholars on downsizing viewed cost reduction, merger and acquisition, technological advancement and globalization as some of major critical factors that contribute to organisational downsizing.

2.3.1 Cost Reduction

Primarily, organisations embark on downsizing to reduce costs as a means of sustaining and a measure to increase profitability (Siddiqa, 2017). Firms all over the world undertake downsizing strategy with the expectation of achieving economic benefits (Cascio, 2009). Achievement of economic benefits, acts as a prime motivation of downsizing exercise in lessening organisational costs (Gandolfi, 2005). Arguably, enhancement of the firms' profitability has been key underpinning organisational downsizing. This strongly agreed with Khan and Cheema (2010), who proposed that in the modern world where competition does not permit organizations to work without efficiency and effectiveness, it has become pertinent for corporations of every kind to reduce their costs and improve their profitability by inducing modern cost cutting techniques in which human resources have become the prime target. Similarly, Nyasha (2016) postulates that companies decide to go through the redundancy process to reduce labour costs which in turn enhances the financial position of an organisation. Conclusively, De Meuse & Marks, (2002) Budros, (1999) Ravichandran (2008) as cited in Ochieno (2013) posit that in an attempt to reduce

organisation costs, jobs are cut or hiring is frozen, operations are closed, and some functions are outsourced to enhance short-term cost efficiencies.

2.3.2. Merger and Acquisition

Merger and acquisition have been one of the critical reasons that propel organizations to depend on downsizing (Mutonga, 2011). In carefully planned and well-executed mergers between companies, various functions are rationalized and thousands of jobs are eliminated as unessential operations are consolidated and many units are scrapped as companies combine, because they no longer fit into the strategic mix of the lead company (Wilkinson and Redman, 2009; De Meuse and Marks, 2004).

2.3.3 Technological Advancements

The burgeoning of technology, computerization and automation which became more visible during the 1970s have acted as a recipe for downsizing. According to Siddiqa (2017), his research study indicated that most of the manufacturing industries started using high machineries and went into automation when they found that this increased productivity, with lesser time and with no errors. Later on, technological advancements have found their way to offices, task-oriented undertakings and service-oriented industries. Ochieno (2013) noted that as technology enhances quality and efficiency in the workplace, organisations are taking advantage of new technologies to remain relevant in a competitive market. Advances in technology have led to developments in factory automation to information storage, and work reorganisation to make it more efficient (Siddiqa, 2017). Introduction of newer technologies has enabled greater production by fewer employees resulting in retrenchment (Ochieno, 2013). Therefore, technology has reduced the need for labour in every manufacturing sector.

2.3.4 Globalization

Globalization is another factor, greatly, contributing to firms' downsizing. Ochieno (2013), observed that the marketplace for many organizations has expanded from within a region to within a nation to the entire globe. In the past, economies were relatively isolated, with minimal impacts on national and regional economies. With globalization, a decline in one part of the world affects other world markets. This has led to retrenchment of certain jobs, and cutting of operations. Further, some organisations are proactively retrenching as a result of their mergers, acquisitions, alliances, and joint

ventures aimed at broadening their global reach.

Regardless of the cause underlining downsizing, organisations undertake downsizing to reduce costs to achieve profitability. However, employees become a critical resource to be reduced to maintain organisational effectiveness. Potentially, employees perceive organisations' intentions to downsize as lack of management commitment for failure to consider the value they create. This can affect the remaining employees, resulting into loss of organisational commitment and job security. Milkovic and Boudrea (1998) as cited in Wandera (2013) supports this observation and notes that since layoffs frequently involve removing a large portion of the workforce than any other form of employee separation, downsizing can cause the most profound effect on the retained workforce. Therefore, it is imperative that the causes of downsizing be critically understood as this would substantiate effects on surviving employees.

2.4 Approaches to Downsizing

Scholars on the concept of downsizing have suggested various approaches in which firms can implement downsizing. However, Kozlowski et al (1993) provided two key approaches which organizations use in the course of reducing the workforce, namely; reactive and proactive.

2.4.1 Reactive Approach

Ultimately, the reactive approach to downsizing is carried out without concern for the process and outcome of the business strategy, mission and goals or with requisite organisational culture and values (Kozlowski et al, 1993). This approach involves responding to cost reduction strategies with little consideration of any alternatives to redundancy and hastily conceived plans for those remaining in the organization (Kurebwe, 2011). Key to this approach is a short-term response to relatively immediate financial needs (Cameroon et al 1991; as cited in Sverke et al, 2008) with intention to reduce headcount (Kurebwe, 2011).

The reactive approach is usually implemented in a top down, speedy way and it is seen as equivalent to throwing a grenade into a crowded room, closing the door and expecting the explosion to eliminate a certain percentage of the workforce (Wilkison, 2005). Due to quick implementation, management does not have time to think about the strategy and communicate it properly to employees (Wilkison, 20015). This approach can be equated to Unitarianism since it omits the critical elements of employee involvement and participation in decision making. According to Sverke et al (2008) stressors could be expected to be more prevalent in organizations following a more reactive approach to downsizing, as suggested by Alicia and Chang's Theory of Downsizing. Conclusively, implementing organisational downsizing through the reactive approach proves to be detrimental to survivors.

2.4.2 Proactive Approach

Proactive approach is commonly referred to 'Strategic downsizing' (Kozlowski et al, 1993). It is a long-term approach and involves detailed planning at an organization and individual level before, during and after the downsizing program (Kurebwe, 2011). Similarly, Packer et al (1997 in Sverke et al, 2008) describes this type of implementation as a planned approach to downsizing that aims to promote organisational benefits while minimizing negative individual impacts. Arguably, the proactive approach is more systematic in its approach to downsizing as compared to the reactive approach. As a systematic process, it involves redefining downsizing as an ongoing process as a basis for continuous improvement rather than as a programme or target (Kurebwe, 2011). Typically, it involves the protection of team work, training and leadership (Kozlowski et al, 1993).

The core characteristic of proactive implementation of downsizing is employee participation (Sverke et al, 2008). According to Sverke and others, employee participation is critical for successful organisational change and it involves experiences of fair treatment and participation in decision making which is negligible in reactive approach. Brockner et al (1990 in Sverke et al, 2008) noted that employee participation in decision making may not only result in stronger perceptions of justice

but also lessen the negative views on the change process among survivors on work related attitude and wellbeing.

Therefore, the way in which downsizing is implemented can have substantial effects on the organisational commitment and job security of surviving employees. Hence, careful selection of a suitable approach to implementing organisational downsizing is key to minimizing these consequences.

2.5 Downsizing Strategies

Once an organisation has determined to reduce the size of its workforce, it is critical to devise strategies on how the workforce will be reduced (USGAO, 1995). Failure to devise strategies would result in the entire process being chaotic, adversely, affecting remaining employees. Bruton et al (1996); Cameron et al (1991); Greengard (1993); and Hitt et al (1994 as cited in Bullon and Bueno, 2008) conclusively note that learning how to downsize effectively is important, not only for companies experiencing difficulties, but also health organisations which employ it as a proactive strategy, since without learning how to do it well leads to several kinds of problems including decreased organisational commitment and loss of job security among survivors. Therefore, effective management of the downsizing process is important to help employees in coping with adverse effects associated with the process (Ascigil, Tekin, Saunders and Thornhil, 2009). Casio (2009) observed that an organisation that decides to eliminate its workforce, mainly uses any or more of the four broad strategies, namely; attrition, voluntary termination, early retirement incentives and compulsory termination.

2.5.1 Attrition

Attrition is a strategy where firms do not replace employees who voluntarily decide to leave the organisation due to reasons best known to them (Sikayena et al, 2016). Attrition has been rated to be the simplest method of organisational downsizing.

Following this strategy in downsizing organizations, representatives have a chance to practice free decision making in choosing whether to leave; subsequently, the potential for strife and sentiments of frailty is minimized (Sikayena et al, 2016). This is entirely agreed with the view proposed by Cascio (2009) that in adopting this strategy, the potential for conflict and feelings of powerlessness is minimized at all cost. However, assimilating this approach poses serious problems and works to the

disadvantage of management because it is unplanned and uncontrollable (Sikayena et al, 2016). Possibly, this is because employees have the freedom to leave on their own and in the course reliable and key employees with organisational memory may leave the organisation, essentially, affecting performance of an organisation. This has further been echoed by USGAO (1995) who noted that relying on attrition to reduce employment levels result in skills imbalances in an organization's workforce

2.5.2 Voluntary Termination

Voluntary termination is a downsizing tactic that gives employees the opportunity to willfully leave the organisation (Sikayena et al, 2016). This method includes buy-out-offers (Cascio, 2009). However, Casio (2003) is of the view that voluntary termination is costly on the part of the organisation on the premise that employees with long term services find it more profitable because of large amount of monies that will be paid to them. Secondly, there is an implication that good and highly skilled employees may leave the organisation since it remains attractive due to the desirability of the terminal dues. Thirdly, buy-out potentially gives employees a choice, which tends to reduce some of the stigma associated with loss of a job. However, these strategies leave the organisation with low performers because they are less marketable hence cling to the organisation, potentially affecting organization performance.

2.5.3 Early Retirement Incentives (ERI)

ERI strategy is closely related to buy out scheme. However, the difference comes in because ERI are offered to employees who are close to their retirement age (USGOA, 1995). Cascio (2009) argued that in ERI, companies offer more generous retirement benefits in return for an employee's promise to leave at a certain time in the future. Sometimes, early retirement offers are staggered to prevent a mass exodus. Retention bonuses with different quit dates may be used to ensure an orderly exit. From an organizational viewpoint, managers assume that early retirement opens up promotional opportunities for younger workers, though it is difficult to predict accurately how many older workers will take an ERI (Cascio, 2009).

Potentially, this strategy renders good and highly skilled employees ERI beneficiaries due to attractive terminal dues, subsequently affecting performance of the organisation.

2.5.4 Compulsory Termination

Compulsory termination commonly known as involuntary separation is based on the premise that departing employees are given no choice (Sikayena et al, 2016). This is a final downsizing strategy after all other means have been attempted. USGOA (1995) suggested that when other employment reduction strategies did not achieve the needed efficiency and profitability or other restructuring goals, then organisation institutes involuntary separation. This would mean plant closures and the wholesale elimination of departments or business units (Cascio, 2009). Even though managers who make the decisions do have the opportunity to design and implement criteria based on the needs of the business (Cascio, 2009), using this strategy as a priority would be viewed as unappealing to remaining employees. This observation collaborates with the results of the survey conducted by Dolan et al (1999) that survivors have high levels of organisational commitment in firms that implemented alternatives to downsizing practices such as voluntary redundancy, ERI, rather than purely implementing lay off.

Scholars of organisational downsizing have noted that the concept has become a common practice for firms operating in a turbulent global economy characterized by recession and political instability. The decision by most organizations to downsize its workforce is usually a strategic one in order to remain competitive. However, results of downsizing have remained elusive. Mckinlay (1993) as cited in Amabile and Conti (1999) reveals considerable controversy among theoreticians about the downsizing. Dick, Drzensky and Heinz (2016) viewed that despite its spread usage, there is little evidence for effectiveness of downsizing. Organizations that are involved in downsizing often expect positive results; however, empirical examinations show that redundancy related hopes in most cases remain unfulfilled (Krasz, 2005). The manner in which downsizing has been implemented, coupled with the process and strategies used posits major impact on surviving employees (Ngirande and Mutodi, 2014). Surviving employees face unfavorable effects post downsizing as they have doubts regarding new or altered work assignments. Evidence suggests that downsizing has substantial effects on one's job security and deeply affects survivors' organisational commitment (Spreitzer and Mishara, 2002). However, such a conclusion was made based on a single dimension of underlined dependent variables.

2.6 Organisational Commitment

Though downsizing is regarded as the best strategy, a serious problem of survivors' organisational commitment and threat to job security arise (Ngirande and Mutodi, 2014). This complement observation was made by Spreitzer and Mishara (2002) who revealed in their study that organisational downsizing, whether or not one's job security is threatened, deeply affects the attachment of survivors towards the organisation.

Organisational commitment is not a recent concept; scholars began to conceptualize the notion of organisational commitment and to delineate its antecedents and consequences in the 1960's (Cohen, 2013). Since then, the concept has been widely studied, possibly because of its relevance in predicting some organisational outcomes including productivity, extra role performance and turnover (Cohen, 2013). Various scholars who contributed greatly to the notion of organisational commitment have provided different definitions, all of which send the same meaning. However, Cohen (2013) noted that scholars viewed organisational commitment and defined it in terms of attitude. Viewing the concept in an attitudinal approach, commitment develops as a result of some combination of work experience, perceptions of the organisation and personal characteristics which lead to positive feelings about an organisation which inturn leads to commitment (Mowday et al, 1982 as cited in Brown, 1990). In view of this, Porter et al (1974 as cited in Armstrong, 2009) defined organisational commitment as a relative strength of the individual's identification with and involvement in a particular organisation. Blau and Boal (1987) defined organisational commitment as employee's orientation of the organisation in terms of their loyalty to, identification with and involvement in the organisation. Similarly, Chaudhry, Shahand Mahesar (2015) noted that organisational commitment is a term that is generally characterized as acceptance of organisational goals by employees, their willingness to exert force for the sake of the organisation and the desires to remain part of the organisation.

The definition provided by Chaudhry et al (2015) collaborates with the observation made by Cohen (2013) who noted that employees are said to be committed to the organisation when their goals are congruent with those of the organisation, when they are willing to exert effort on behalf of the organisation and when they desire to maintain their connection with the organisation. Based on Chaudhry et al (2015) and Cohen (2013) when employee's goals are congruent with those of the organisation; technically,

they would exert extra effort to accomplish such goals and they would want to be identified with the organisation in the process. Conversely, where goals differ, there may be substantial effects on the desire to achieve organisational goals. Presumably, this translates to an explanation offered under the guise of exchange theory in which employees with positive attitudes are predisposed to offer commitment in exchange for anticipated future rewards (Angel and Perry, 1983; as cited in Brown, 1997).

2.6.1 Dimensions of Organisational Commitment

In view of conceptualization of organisational commitment, arguably, the concept reveals three critical issues which are; belief in and acceptance of the values and goals of the organisation, willing to exert effort on behalf of the organisation and the desire to maintain membership in the organisation (Cohen, 2013). This reflects attitudinal understanding of organisational commitment. However, scholars contend that concentrating on organisational commitment as an attitudinal approach is a single factor mode and it would be insufficient in providing explicit meaning of the concept (Chaudhry et al, 2015).

Therefore, Meyer and Allen (1997) proposed that organisational commitment is best understood as a multi-dimensional approach. Such being the case, Meyer and Allen came up with a three-component model of organisational commitment namely; affective, continuance and normative (Cohen, 2013). These dimensions describe different ways of organisational commitment and the implications for employees' behaviors (Manetje, 2009).

2.6.1.1 Affective Commitment

Affective commitment which is also known as attitudinal commitment (Cohen, 2003) is the first construct under the multi-dimensional approach. Affective commitment reflects commitment based on emotional ties the employee develops with the organisation through positive work experience (Jaros, 2007). In a similar manner, Cohen (2013) defined affective commitment as a positive feeling of identification with, attachment to and involvement in the work organisation. Organisational members who are committed to an organisation on an effective basis continue working for the organisation because they want to on the basis of value rationality which refers to the degree of value congruence between an organisational member and an organisation

(Mayer, Allen 1997).

Affective commitment development involves identification and internalization (Beck and Wilkison, 2000; as cited in Manetje, 2009; Ghosh and Swammy, 2014). Individuals' affective attachment to their organisation, is based firstly on identification with the desire to establish a rewarding relationship with an organisation; Secondly, through internalization which refers to congruent goals and values held by individuals as well as the organisation. Generally, affective commitment borders on the extent to which an individual identifies with the organisation and the desire to remain a member of the organisation due to an involvement with the organisation (Ghosh and Swammy, 2014).

2.6.1.2 Continuance Commitment

Continuance commitment as a construct to broaden our understanding on organisational commitment is deeply rooted in the 'side bet' theory propounded by Becker (1960) as cited in Brown (1997). According to the theory, the relationship between an employee and the organisation is founded on behaviors bounded by a 'contract' of economic gains. Employees are committed to the organisation because they have some hidden vested investments or side bets. These side bets are valued by individuals because of the accrual of certain costs that render disengagement difficult. Generally, continuance commitment has been viewed as awareness of the cost associated with leaving the organisation and it is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organisation (Meyer and Allen, 1997).

Becker argued that over time economic, social and other related investments such as income, status, seniority and friendship tie people to the particular line of activity and the threat of losing these investments, along with perceived alternatives to replace or make up for them commits the person to the organisation (Cohen, 2013). Continuance commitment can be regarded as an instrumental attachment to the organisation where the individual's association with the organisation is based on an assessment of economic and other associated benefits gained without identifying with the organisational goal and values. However, if given better alternatives, employees would leave the organisation (Manetje, 2009).

2.6.1.3 Normative Commitment

Normative commitment is a third construct that enhances our understanding of organisational commitment. Normative commitment stems from the desire to remain a member of the organisation due to a feeling of obligation which includes a sense of debt owed to a supervisor, coworker or the company as the whole. Meyer and Allen (1997) observed that normative commitment is the work ethics and implicit responsibilities of the employee in the organization and this can be explained as a sense of responsibility to continue working with a specific organisation.

The normative element is seen as people who consider the moral commitment with the view of remaining within a specific organisation, regardless of the amount of improvement and the state of completion that the organisation provides over the years (March and Mannari, 1997). In a similar vein, Manetej (2009) observed that normative committed employees consider it morally right to stay in the organisation regardless of how much status enhancement or satisfaction the organisation gives him or her over the years. Therefore, employees with high degree of normative commitment feel they ought to remain with the organisation. However, such findings contradict the basis of normative commitment because employees ought to be committed to the organisation regardless of adverse events such as downsizing. Suffice to say employees remain committed to an organisation even after downsizing process based on normative thinking. Therefore, the findings by Devine et al (2003) were based on a single dimension without proper analysis of the normative dimension to come up with an objective conclusion. This is one of the critical reasons this study was undertaken, to understand further how survivors' normative commitment and other forms of organisational commitment found to be affected post downsizing at TNM in order to make an informed conclusion.

2.6.2 Levels of Organizational Commitment

There are different levels of organisational commitment which are related to individuals' development of organisational commitment (Reichers, 1985). Employees' level of commitment may move from a low level to a moderate level and continue to develop to a high level of commitment. High level of organisational commitment is characterized by a strong acceptance of the organisational goals, values and willingness to exert efforts to remain with the organisation (Reichers, 1985; as cited in Manetej,

2009). High level of organisational commitment means identifying with one's employing organisation. Cheilliah et al (2015) noted that employees who exhibit high levels of organisational commitment would be least likely to leave the organisation. The will to stay suggests that the behavioral tendency at this level relates closely with the affective dimension of commitment where individuals stay because they want to (Manatej, 2009).

On the other hand, a moderate level of organisational commitment is characterized by a reasonable acceptance of organisational goals and values as well as the willingness to exert effort to remain in the organisation (Manatej, 2009). The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer and Allen, 1997). Lastly, the lower level of organisational commitment is characterized by a lack of either acceptance of organisational goal and values or willingness to exert effort to remain with the organisation (Manatej, 2009). Employees who operate on this level must be disillusioned about the organisation, such an employee may stay because his or her need to stay is associated with the continuance dimension and given an option they may leave the organisation (Meyer and Allen, 1997). This strongly agreed with Huselid (1991) as cited in Cheilliah et al (2015) who noted that employees with low levels of organisational commitment are the most likely to leave the organisation voluntarily. To explicitly understand and measure the notion of organisational commitment, it is imperative to consider affective, continuance and normative constructs. Ghosh and Swammy (2014) attested that the models insinuated by Meyer and Allen (1997) have been tested time and again and have been an instrumental gauge of organisational commitment.

Empirical evidence reveals that downsizing perpetuates reduced organisational commitment among surviving employees which is insinuated by increased stress (Akdogan, 2009). Scholars have tracked the decline in survivors' organisational commitment noting that the traditional relationship between employer and employees has been cut off (Casin, 1993; Noer 1993; as cited in Ngirande et al, 2014). Due to this, survivors in the organisation usually do not give long term commitment because they wait for new opportunities to come from the market so that they switch from their existing organisation (Khan and Cheema, 2010).

Additionally, Brockner et al (2004) in their study report that many surviving employees react negatively to downsizing in the form of reduced organisational commitment. Research findings by Brockner et al (2004) correlate with a research study conducted by Chaudhry et al (2015), which depicts that downsizing negatively affects employees' commitment towards the organisation on the grounds that downsizing increases the workload on survivors and they do not remain loyal to the organisation because of fear of losing their jobs in times to come. Similarly, Armstrong & Stasen (1998); Allen et al (2001); Travaglione & Cross; (2006) as cited in Dick et al (2016) suggest that surviving employees report lower commitment after downsizing. Devine et al (2003) in their research reveal that staff retrenchment has serious consequences on both staff affected and employees on board. Based on their findings, they reported that downsizing affects surviving employees psychologically which results in decreased staff commitment. Reducing organisation workforce through downsizing results in surviving employees' perception that the firm is not committed to them, thereby reducing their willingness to remain with the organisation (Spreitzer and Mishara, 2002). According to Spreitzer and Mishara (2002) reduction in organisational commitment has been seen to be the most powerful determinant of voluntary turnover. Surviving employees respond negatively to commitment when they perceive that the implementation of downsizing was handled unfairly (Brockner et al, 2004).

Though scholars have noted negative impact of downsizing on survivor's commitment, other research studies have revealed that survivor's commitment increases post downsizing. According to a research study conducted by Ngirande, Ruvimbo and Mutodi (2014), results indicated that survivors were much more committed to organizations after the process of downsizing. Additionally, Brockner et al (2004) report that a small percentage of survivors are either unaffected or may actually respond more positively. Further to this, Akdogan (2009) revealed that employees' positive perception of organisational downsizing increased organisational commitment. Organisational commitment increases when survivors believe that the organisational downsizing process is fair and they received organisational support (Spreitzer and Mishara, 2002). Spreitzer and Mishara postulate that trustworthiness of top management and perceived justice of downsizing implementation increase survivors' commitment because they reduce perception of threat inherent in the downsizing. More so, survivors' empowerment leads to more attachment as it increases survivors'

confidence in their capability to cope with the downsizing. The implication drawn from the conclusion by Ngirande and Mutodi (2014); Brockener et al (2004) and Akdogan (2009) is quite broad and ultimately vague because their conclusion was made without careful assessment of affective, continuance and normative commitment which ultimately, contribute to comprehensive understanding of organisational commitment.

2.7 Job Security

Apart from having an effect on survivors' commitment, downsizing generates threat to surviving employees' job security. Job security is the condition in which the organisation provides stable employment to workers (Daud, 2017). Equally, job security can be referred to the assurance that an employee has about the continuity of gainful employment for his or her work life. However, downsizing threatens one's job security resulting into a situation known as job insecurity. Job insecurity is frequently linked to reduced organisational commitment (Berg & Dov, 1992; Forbes, 1985; as cited in Dachapalli & Parumasur, 2012). This strongly agreed with Krasz (2005); Speitzer and Mishara (2002) who revealed that organisational downsizing threatens one's job security and deeply affects the attachment of survivors towards the organisation. Job insecurity is associated with organisational downsizing, both in a short-term and long-term perspective (Sverke et al, 2008) and it is one of the major job-related concerns of the survivors (Brockner et al 1986 in Reheman and Naeem 2012). Cetin and Turan (2013) substantiate this and note that a great number of organisations choose to reduce costs in order to increase organisational effectiveness and competitiveness by restructuring themselves. The organisations also decide to reduce the number of employees in large proportions, however, these developments which are formed as solutions have brought about the occurrence of increasingly precarious employment and job insecurity.

Job insecurity refers to the anticipation of the stressful event in such a way that the nature and continued existence of one's job are perceived to be at risk, thereby implying that the feeling of job insecurity only occurs in the case of involuntary job loss (Dachapalli & Parumasur 2012). De Witte (2005); as cited in Cetin and Turan (2013) viewed job insecurity as an attitude and behavior with negative effects on employees' happiness at the same time on the consequences of radical economic change. On a similar note, Greenhalgh and Rosenblatt (1981) in Kurebwe (2011) defined job

insecurity as a perceived powerlessness to maintain desired continuity in a threatened job situation. When survivors feel more threatened, their attachment to the organisation becomes weaker as the individuals' identification with the organisation suffers (Spreitzer and Mishara, 2002).

The feeling of job insecurity stems from lack of control and predictability (Krasz 2005). Lack of predictability refers to survivors' lack of capacity to predict whether there would be further downsizing and if so, who would be the next to be made redundant, a scenario known as 'wait and see' (Kusum, 2004; and Krasz, 2005). Potentially, this leaves employees in uncertainty of their jobs since they fail to envisage about the future existence of the present job or the future of nature of the present job post downsizing (Heaney et al, 1994; Sverke et al, 2000; as cited in Kurebwe, 2011). On another note, lack of control comes from the fact that survivors are not involved in the redundancy process, in planning of the organization's future or in decision making processes which influence their lives inside the organisation (Krasz, 2005). When provided with opportunities for more control over their work environment, survivors' fear and insecurity are lessened (Spreitzer and Mishara, 2002).

Job insecurity has been categorized into two (Dachapalli and Parumasur, 2012; and Fischmann et al, 2015); - quantitative and qualitative. Quantitative job insecurity refers to the worry of losing the job itself and being laid off in the near future (Dachapalli and Parumasur, 2012). Qualitative job insecurity reflects the worry or fear of losing on the part of survivors' important aspects of job features such as job content, career opportunities, workmates etc. Qualitative job insecurity reveals behavioral changes related to job (De Witte et al, 2010; as cited in Cetin and Turan, 2013).

A research study conducted by Kurebwe (2011) found that most survivors were worried about their future and how long they were going to keep their jobs within the reduced organisation. Typically, this reflects quantitative type of job security and possibly, lack of predictability among survivors. Though downsizing results in survivors' job insecurity, Krasz (2005) postulates that moderate job insecurity may elicit a positive response, since downsizing places severe stress on survivors in the initial period, but as soon as the system is stabilized, many survivors claim that in the new organisation they face more interesting and challenging tasks and can work more independently and

autonomously. Reflecting on Kurebwe's findings, his study put much emphasis on how downsizing affected employees' quantitative job security without giving attention to how downsizing affected employees' qualitative aspects of the job. Therefore, his conclusion leans towards quantitative job security. Hence, it would be insufficient to conclude that downsizing threatens one's job security by concentrating on quantitative job security only without proper assessment on survivors' qualitative aspect of job security because job security encompasses both quantitative and qualitative aspects.

Based on empirical evidence from the literature, it is evident that downsizing is typically taken in the quest to improve firm performance and competitiveness. However, research studies to date have been equivocal in supporting the efficacy of the downsizing strategy and increasingly, the initiative has been associated with mixed variations.

There have been mixed variations on the effects of organisational downsizing on surviving employees' organizational commitment and employees' sense of job security. The interested reader would find studies suggesting that downsizing reduces surviving employees' organisational commitment and job security, while other studies conclude that downsizing results in increased organisational commitment and job security on surviving employees. This reveals great controversy among theoreticians. This is why the researcher embarked on this study to understand this within the Malawian context as suggested by Isa *et al* (2016) in their study that to understand the effects of downsizing, it is imperative to conduct a national research because the effects of downsizing on survivors may vary from one country to another or from one region to the other.

On another note, research study findings on the effects of downsizing on organisational commitment as suggested by different scholars above have been inconclusive. Scholars found that organisational commitment is either negatively or positively affected post downsizing. However, no or little explanation has been given in making such broad conclusions in reference to dimensions of organisational commitment. Scholars' conclusions leave questions as to how employees affective, continuance and normative commitment was found to be reducing or increasing post downsizing. For instance, the implication drawn from the conclusion by Ngirande and Mutodi (2014); Brockner et al

(2004) and Akdogan (2009) is found to be broad. In view of this, making the conclusion that downsizing results in increased survivors' commitment or decreased survivors' commitment is ultimately vague because their conclusion was made without careful assessment of affective, continuance and normative commitment which ultimately, contribute to comprehensive understanding of organisational commitment.

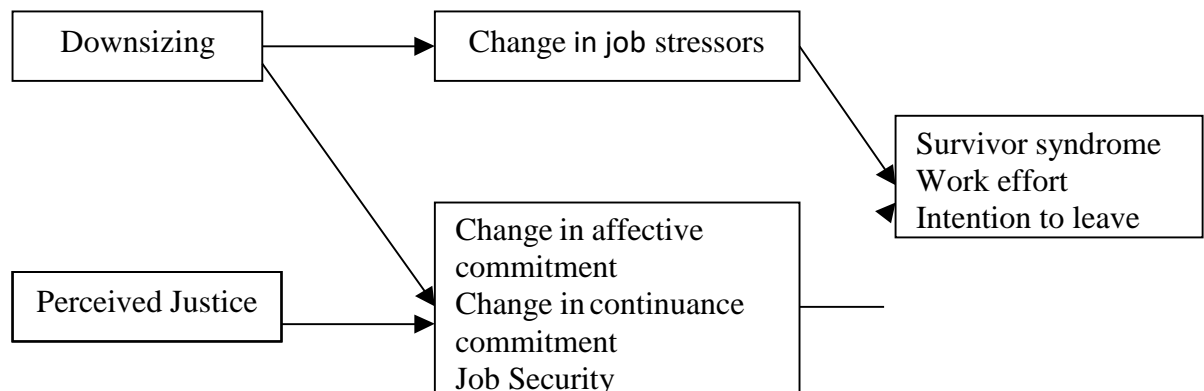
Further study conducted by Devine et al (2003) reveals that organisational commitment declined post downsizing. However, such findings contradict the basis of normative commitment because employees ought to be committed to the organisation regardless of adverse events such as downsizing. Suffice to say employees remain committed to an organisation even after downsizing as an obligation based on normative thinking. Therefore, the findings made by Devine et al (2003) were possibly based on a single dimension without proper analysis of all dimensions of commitment to come up with an objective conclusion. Additionally, research study findings by Kurebwe (2011) are found to be limited as the concentration of the study was on quantitative job insecurity without giving proper view on how survivors were affected by downsizing on qualitative aspects of job insecurity and whether employees had control over the downsizing process. As argued by Fischmann et al (2015) that it is reasonable to find a mix of the two forms of job insecurity since the employee is probably neither completely sure of his or her ability to keep the current job as a whole, nor about being able to prevent the loss of valued features. Therefore, this study was undertaken to understand how downsizing affected job security in making further assessment of both dimensions of job security- quantitative and qualitative.

Therefore, in view of the gaps underlined in the literature, the study interrogated how downsizing affects survivors' organisational commitment and job security with greater emphasis on all dimensions encompassing organisational commitment and job security.

2.8 Theoretical Framework

This study adopted a deductive approach. Deductive approach assumes that a clear theoretical position is developed prior to the collection of data (Saunders et al, 2007). Therefore, the theoretical framework underpinning this study is based on Alicia and Chang (1999)'s theory of downsizing and organisational commitment.

Layoff Psychological effect outcome



Alicia and Chang's (1999) Theory of Downsizing and Organizational Commitment

Alicia and Chang's (1999) theory of downsizing helps our understanding on the effects of the downsizing process on the individual's wellbeing and commitment. The theory postulates that downsizing potentially generates a variety of psychological states in survivors including, organisational commitment, job insecurity, anger, depression, work conflict and psychological intentions to withdraw from the employing organisation. The theory demonstrates the effects of downsizing on changes in the worker's commitment, changes in job stressors and perceptions of job security. These variables and with perceived justice there is correlation with survivor syndrome, work effort and intention to leave. Though limited for its failure to be explicit on the effects of downsizing on the firm, the theory provides our understanding on effects of downsizing on survivors' commitment and job security.

2.9 Conclusion

This chapter reviewed and discussed the literature based on empirical evidence with much emphasis on downsizing, organisational commitment and job security. As discussed in the literature, authors concurred in some aspects while differing on other facets. Critical to this, different scholars concur that organisations embark on downsizing with an objective of enhancing organisational effectiveness. However, in some instances, downsizing fails to meet the intended purpose resulting in undesirable

consequences among survivors where commitment and job security are put in jeopardy. Empirical studies reviewed showed that there is great controversy among scholars regarding how downsizing affects surviving employees' commitment and job security. While other scholars are of the view that downsizing increases surviving employees' commitment and job security, other schools of thought indicate that commitment and job security diminish post downsizing. However, conclusions made by authors have been viewed to be broader and quite vague in the sense that elements that constitute organisational commitment and job security have not been examined extensively to come up with an informed conclusion.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter elaborates the research methodology adopted by the study in answering the research questions. The chapter outlines the study design and indicates the population targeted by the study. Additionally, the chapter delineates how the sample was obtained from the population with the sampling techniques used in selecting the sample and what tool was used in collecting the data. The chapter gives a description of how raw data was analyzed to give it a meaning. Further, the chapter discusses the ethical considerations and limitations encountered in the course of the study.

3.2 Study Design

Study design refers to the general plan of how one goes about to answer the research questions (Babbie, 2010). It is the conceptual structure within which research is conducted and it constitutes the blueprint for the collection, measurement and analysis of data (Kothari 2004). In view of this, the study was cross sectional and it used descriptive survey design. Cross sectional study refers to the study of a particular phenomenon at a particular time (Saunnders, Lewis and Thornhill, 2007). This is because the research study is done for academic purposes which in most cases is time constrained. On the other hand, a descriptive survey design was adopted in this study considering the purpose of the study, the research questions and the magnitude of the target population. Descriptive survey portrays an accurate profile of persons, events or situations (Robison, 2002; as cited in Babbie, 2010). Descriptive studies, usually answer questions of what, where, when and how (Babbie, 2010). Descriptive studies provide a description of an event or define a set of attitude, opinions, or behavior that are observed or measured at a given time and environment (McNabb, 2013).

The study used survey strategy. Survey strategy tends to be concerned with how and what questions and it is used more in descriptive research (Saunders et al, 2007). According to Saunders et al (2007), the survey strategy allows the collection of quantitative data which can be analyzed quantitatively using descriptive and inferential statistics. From sample results, the researcher generalizes or draws inferences to the population (Creswell, 2014). The survey method was used in this research because it allowed the collection of a large amount of data from a sizable population in a highly economic way (Saunders et al, 2007) and respondents can be asked questions in self-administered questionnaires.

3.3 Study Population

Study population is the full set of cases from which a sample is taken (Saunders et al, 2007). In this regard, the population of the study was 559 employees who survived the downsizing exercise at TNM in 2019. This will enable the researcher to form an objective view on the effects of downsizing on the survivors' commitment and job security.

3.4 Sample and Sampling Methods

Sample is the representative subgroup of the population (McNabb, 2013). Sampling is any procedure for selecting units of observation (Babbie, 2010). From the four cities in Malawi, the study targeted three cities including Lilongwe, Blantyre and Zomba in order to be in line with the budgetary consideration. The sample size comprised 90 members of staff drawn from TNM offices in the cities of Lilongwe, Blantyre and Zomba except Mzuzu city. However, the exclusion of Mzuzu does not affect the representation of the sample size. The sample represents 16.1% of the total population. Mugenda and Mugenda (1999) as cited in Nyaberi et al (2013), contends that sample size should be at least 10% of the population or more if the results are to be meaningful to a larger population. The sample comprised of 15 employees from upper level, 30 from middle level and 45 from lower level.

Stratified and simple random sampling methods were used in selecting the sample. Stratified sampling method was used to divide the population into three levels namely upper, middle and lower level employee and from this the actual sample was drawn in the ratio of 1:2:3. This was done to have a good understanding on how employees' commitment and job security was affected by downsizing at all levels. Simple random sampling method was finally used in selecting the actual sample size. Random sampling ensures that each individual in the population that survived downsizing will have an equal probability of being selected (Creswell, 2014). With randomization, a representative sample from the population provides the ability to generalize a population (Creswell, 2014). Further, using the random technique allows the researcher to select the sample without bias (Saunders et al, 2007).

3.5 Data collection

The study employed questionnaire as a technique for data collection. Questionnaire is a general term to include all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order (Saunders et al,2007). Because respondents are asked to respond to the same set of questions, it provides an efficient way of collecting responses from a large sample prior to quantitative analysis (Saunders et al, 2007). The questionnaire was self-administered where they were delivered by hand to all respondents and collected later. The nature of the research study was explained to the respondents; hence the respondents' confidentiality in the handling of any information provided was assured. Detailed instructions as to how the questionnaire was to be completed and returned was also provided. The rationale behind providing clear instructions and assuring confidentiality of information was based on the fact that this significantly reduces the likelihood of obtaining biased responses.

3.6 Data analysis

Raw data from the questionnaires was analyzed using descriptive statistics with the aid of SPSS version 16.0. Responses from the questionnaires were coded and keyed into the computer where the analysis of descriptive statistics such as frequencies and cross tabulations was derived. In order to give data a meaning, tables, graphs and charts were used.

To understand how downsizing affected surviving employees' affective commitment, the study looked at five key indicators that best describe affective commitment as suggested by the literature. These include; positive feeling to continue working with the organisation, willingness to continue being identified with the organisation, desire to maintain attachment (Cohen, 2013), exerting the same level of effort on behalf of the organisation as compared with the level of effort before downsizing, alignment of employees' goals and values to those of the organisation (Mayer and Allen, 1991 and Tetrick, 1993 as cited in Manetje, 2009). Secondly, the study looked at two key indicators that describe continuance commitment. These include; survivors' continuance of employment due to economic benefits and survivor's intention to leave an organisation if offered employment elsewhere with attractive economic benefits (Meyer and Allen, 1997). Additionally, to measure normative commitment among surviving employees, the study looked at remaining an employee of the organisation as a moral right and feeling of obligation as key indicators that explains normative commitment (March and Mannari, 1997). Lastly, in order to completely understand how downsizing affected survivors' job security, the study paid much emphasis on surviving employees' worry or fear of losing the job itself and being laid off in the near future as key components that describe quantitative job security (Dachapalli and Parumasur, 2012). On the other hand, qualitative job security has been measured by looking at surviving employees' worry or fear of losing important aspects of the job features which among others include job content, career opportunities etc (De Witte et al, 2010; in Cetin and Turan, 2013). To measure affective commitment, continuance commitment, normative commitment and job security the study used a scale of 1-5, where 1 signifies strongly agree, 2 agree, 3 neutral, 4 disagree and 5 strongly disagree.

3.7 Limitation of the study

One of the major limitations to this study was the accessibility for data collection. Initially the study was to be conducted at organisation X, however authorities did not provide authorization for the researcher to collect data. This was mitigated by approaching TNM which provided the approval for data collection. Secondly, financing the research study was too costly in terms of transport costs, feeding and processing of the proposal and research report.

3.8 Ethical Consideration

The study adhered to research ethics. Research ethics is the application of moral standards in the research process (McNabb, 2013). Ethical concerns emerge in the planning for a research study, seeking access to organisation and individuals, collecting, analyzing and reporting data (Saunders et al, 2007). Informed consent was sought from the gatekeepers at TNM in order to have access. Further, informed consent was asked from all subjects involved in this research study. The study maintained the highest level of privacy for all participants through anonymity. Confidentiality was assured to all participants during data collection, reporting of the results and any aspect of the research process. Care was taken to protect subjects that participated in this study. Participants were given the right to withdraw or take part in any particular aspect of the study.

3.9 Conclusion

The chapter presented the methodology adopted by the study. Sample size of 90 was selected from a population of 559 employees. Stratified and simple random sampling techniques were used in selecting the sample. Questionnaire was used in collecting data from the respondents. Raw data was analyzed using descriptive statistics with the help of SPSS.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses the findings of the research study in relation to the research questions raised from the study objectives. In view of this, the chapter emphasizes how downsizing affected surviving employees' organisational commitment and job security in paying much attention to key components that enhance the understanding of these dependent variables. In respect of this, the chapter has been arranged in four main sections based on the objectives of the study. Therefore, this chapter presents and discusses findings pertaining to how downsizing affected surviving employees' affective commitment, how downsizing affected surviving employee's continuance commitment, how downsizing affected surviving employees' normative commitment, and how downsizing affected surviving employees' quantitative and qualitative job security.

4.2 Demographic Data

Presentation and discussion of the research findings is based on the responses derived from the structured questionnaire which was administered to a sample size of 90 employees working with TNM out of a population of 559 employees. The population is composed of seventy-seven employees from upper level, hundred and sixty from middle level and three hundred twenty-two from lower level. In view of the sample size, 15 constitutes employees from upper level, 30 from middle level and 45 from lower level representing 16.1% in a ratio of 1:2:3 as shown in table 1 below.

Table 1: Representation of sample according to position/employee levels

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lower level employees	45	50.0	50.0	50.0
Middle Level employees	30	33.3	33.3	83.3
Upper Level employees	15	16.7	16.7	100.0
Total	90	100.0	100.0	

Source: Survey Data

All 90 study participants responded and submitted the questionnaire representing 100% response rate. Out of the 90 subjects 23 employees have worked with TNM for about one to two years, 15 employees have worked with TNM for three to four years, 22 employees have worked with the organisation for five to eight years, and 13 employees have worked with TNM for 9-10 years while 17 employees have worked with the organisation for 11 year or more as reflected in table 2 below.

Table 2 : Representation of sample according to length of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1.1	1.1	1.1
1-2years	23	24.4	24.4	25.6
3-4years	15	16.7	16.7	42.2
5-8years	22	24.4	24.4	66.7
9-10years	13	14.4	14.4	81.1
11year+	17	18.9	18.9	100.0
Total	90	100.0	100.0	

Source: Survey Data

Among the respondents that participated in this study, one holds PhD, 11 have masters degrees, 32 have bachelor degrees, 30 have diplomas and 16 have certificates as revealed by table 3 below.

Table 3: Representation of sample according to level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid PHD	1	1.1	1.1	1.1
Masters Degree	11	12.2	12.2	13.3
Bachelors Degree	32	35.6	35.6	48.9
Diploma	30	33.3	33.3	82.2
Certificate	16	17.8	17.8	100.0
Total	90	100.0	100.0	

Source: Survey Data

Understanding the composition of the respondents in relation to their position or level in the organisation, length of service and level of one's education is quite significant as far as the study is concerned. Typically, this forms the foundation to enhance the understanding of how downsizing affected surviving employees in respect of these demographic variables. Further, understanding the study participants' length of service is imperative because this demonstrates that the data collected for the study was reliable and valid as all subjects in the study witnessed the downsizing process that happened at TNM in 2019. Suffice to say all respondents in the study had the capability to provide reliable and valid information pertaining to how downsizing affected their commitment and job security because all of them were working with TNM at the time the organisation embarked on workforce reduction.

4.3 Effects of Downsizing on Surviving Employees Affective Commitment

4.3.1 Positive Feeling to Continue Working with TNM

According to the results of the study as shown in figure 1 below in relation to surviving employees positive feeling to continue working with TNM after downsizing process, 53 percent of the respondents indicated that they disagreed with the view that they had positive feelings to continue working with TNM, 7 percent of the participants strongly disagree with the view that they had positive feeling to continue working with the organisation.

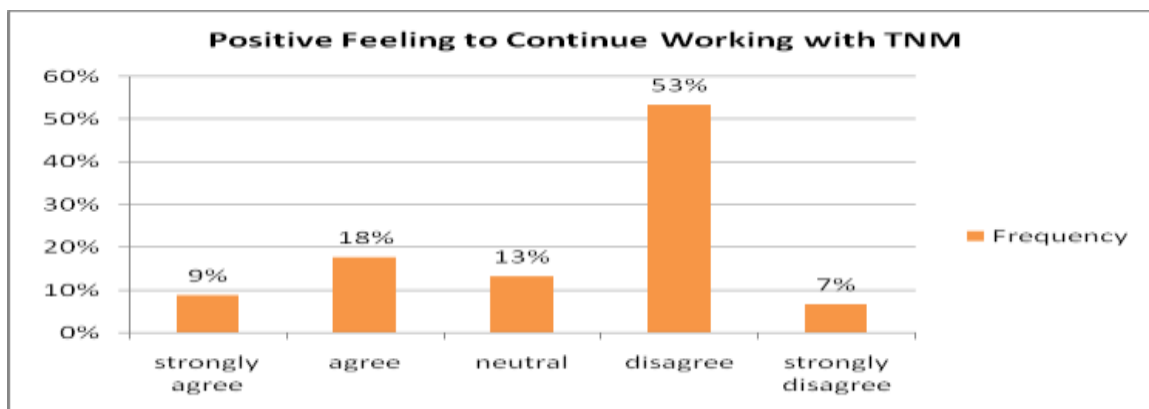


Figure 1: Percentage on survivors' positive feeling to continue working with TNM. Source: Survey Data

On the other hand, 18 percent of the respondents agreed to the fact that they had positive feeling to continue working with TNM after the organisation had reduced its workforce, 9 percent strongly agreed that they had positive feeling to continue working with TNM while 13 percent of the respondents they neither agree nor disagree. These results show that over 50 percent of surviving employees' at TNM experienced a reduction of positive feelings to continue working with the organisation after the downsizing process.

In view of the cross tabulation on survivors' positive feelings to continue working with TNM against length of service as indicated in table 4 below, it is significant that employees that have worked with the organisation less than five years and more than ten years reveal that they had no positive feeling to continue working with the organisation.

Table 4 : Cross tabulation on survivors positive feeling to continue working with TNM * length of service

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Positive Feeling to Continue Working with TNM	Strongly agree	0%	0%	9%	15%	24%
	Agree	14%	13%	18%	31%	18%
	Neutral	9%	27%	18%	8%	6%
	Disagree	64%	60%	50%	38%	53%
	Strongly Disagree	14%	0%	5%	8%	0%

Source: Survey Data

According to the results of the research as shown in the table, 64 percent of the respondents that have worked with TNM for 1-2 years disagreed on the position that they had positive feeling to continue working with the organisation followed by 60 percent of employees that have worked with TNM for 3-4 years while 53 percent of the respondents that have worked with the organisation for 11 years or more agreed with the observation depicted by employees that have worked with TNM for 1-2 years and 3-4 years respectively.

In addition to this, the results of the study as displayed by table 5 below in view of survivors' positive feeling to continue working with TNM against employees' position in the organisation, shows that survivors were negatively affected after the downsizing process. The study shows that 69 percent of employees in lower level confirmed that they had no positive feeling to continue working with TNM, followed by 40 percent of employees in the middle level and 33 percent of employees in the upper level.

Table 5 : Cross tabulation on survivors positive feeling to continue working with TNM*position in organisation

		Position in Organisation		
		lower level employees	middle level employees	upper Level employees
Positive Feeling to Continue Working with TNM	strongly agree	4%	17%	7%
	Agree	7%	23%	40%
	Neutral	11%	13%	20%
	Disagree	69%	40%	33%
	Strongly disagree	9%	7%	0%

Source: Survey Data

Although all levels of employees showed lack of positive feelings to continue working with TNM, employees in the upper level were the least. According to the results of the study as depicted in table 5, employees in the upper level experienced an increase in their positive feelings to continue working with the organisation by 40 percent, far beyond employees in the middle and lower level respectively. These results show that the downsizing negatively affected lower level employees' positive feeling to continue working with TNM more than employees in the middle and upper level.

4.3.2 Surviving Employees' Willingness to continue being identified with TNM

The respondents were asked if they were willing to continue being identified with TNM after downsizing as reflected in appendix 3. It was found that downsizing reduced surviving employees' willingness to continue being identified with TNM after the process of downsizing. As it can be seen from figure 2 below, the study found that 36 percent of the respondents disagreed with the view that they were willing to continue being identified with the organisation, 29 percent strongly disagreed on the view that they were willing to continue being identified with the organisation after workforce reduction, while 17 percent were neutral. On the other hand, 11 percent of the respondents acknowledged that they were willing to continue being identified with the organization and 8 percent also strongly agreed on the same view.

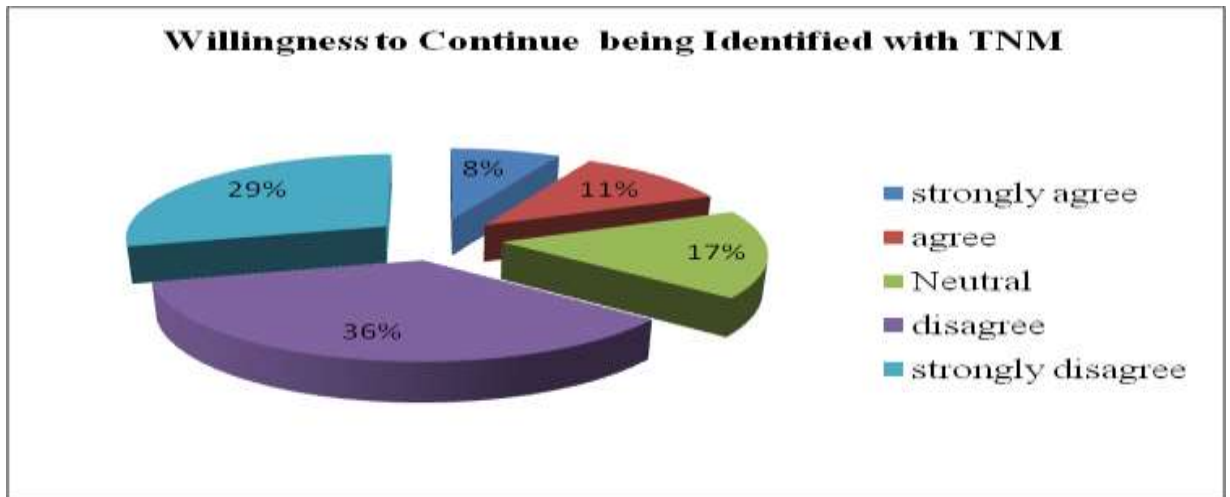


Figure 2: Percentages on survivors' willingness to continue being identified with TNM

Source: Survey Data

With respect to the cross tabulation of one's position in the organisation against surviving employees willingness to continue being identified with TNM as reflected in table 6 below, cumulatively the study revealed that 78 percent of the respondents in the lower level affirmed that they were not willing to continue being identified with TNM after downsizing followed by 53 percent of employees in the middle level while employees in the upper level were the least with 46 percent.

Table 6: Cross tabulation on survivors willingness to continue identified with TNM * position in organisation

		Position in Organisation		
		Lower Level Employees	Middle Level Employees	Upper Level Employees
Willingness to continue identified with TNM	Strongly agree	4%	10%	13%
	Agree	4%	20%	13%
	Neutral	13%	17%	27%
	Disagree	38%	33%	33%
	Strongly Disagree	40%	20%	13%

Source: Survey Data

While the survivors' willingness to continue being identified with TNM decreases, cumulative results of the study as depicted in the table above show a significant increase in the willingness to continue being identified with TNM on the part of employees in the middle and upper levels while employees in the lower level were the least. It is apparent from the results of the study as reflected in figure 2 and table 6 above that downsizing reduces surviving employees' willingness to continue being identified with an organisation. Further, results show that downsizing negatively affects employees in the lower level more than other levels. According to cross-tabulation on survivors' willingness to continue being identified with TNM in relation to survivors length of service as shown in table 7 below, the study found that 41% of employees who have worked with TNM for 1-2 years and 11 years or more disagreed with the position that they were willing to continue being identified with TNM followed by 40 percent of employees that have worked with TNM for 3-4 years.

Table 7: Cross tabulation on survivors willingness to continue being identified with TNM * length of service

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Willingness to continue identified with TNM	strongly agree	5%	13%	9%	15%	0%
	Agree	5%	0%	27%	8%	12%
	Neutral	9%	20%	14%	23%	24%
	Disagree	41%	40%	27%	31%	41%
	strongly disagree	41%	27%	23%	23%	24%

Source: Survey Data

This reveals that employees with shorter and longer length of service had their willingness to continue being identified with TNM negatively affected by the downsizing process.

4.3.3 Surviving Employees Desire to Maintain Attachment with TNM

The respondents were asked if they had the desire to maintain attachment with TNM after downsizing in accordance with appendix 3. As shown in Figure 3 below, the study revealed that 39 percent of the respondents disagreed on the view that they had the desire to maintain attachment with TNM, 17 percent of the respondents strongly disagreed to the fact that they had desire to maintain attachment with TNM, while 17 percent neither agreed nor disagreed.

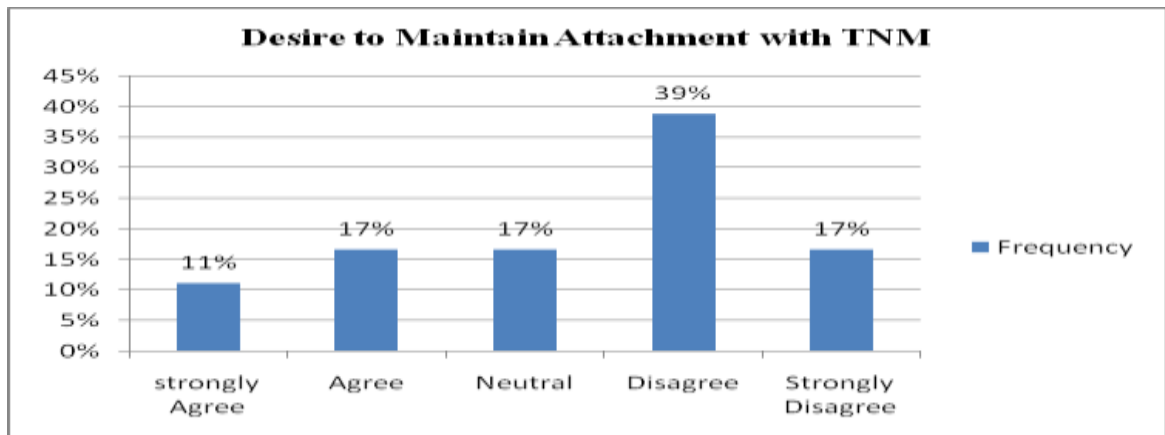


Figure 3: Percentages on survivors desire to maintain attachment with TNM

Source: Survey Data

On the other hand, 17 percent of the respondents agreed that they had the desire to remain attached to TNM and 11percent of the participants also strongly affirmed on their attachment to TNM. Based on cross tabulation of surviving employees’ desire to maintain attachment with respect to length of service as presented by table 8 below, cumulatively, the study revealed that 72 percent of employees that have worked with TNM for 1-2 years indicated that they never had the desire to remain attached to TNM as compared to other employees that have worked with TNM beyond 1-2 years.

Table 8: Cross tabulation on survivors desire to maintain attachment with TNM

***length of service**

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Desire to Maintain attachment with TNM	Strongly Agree	0%	7%	9%	15%	29%
	Agree	18%	13%	23%	8%	18%
	Neutral	9%	27%	18%	15%	18%
	Disagree	45%	20%	41%	54%	29%
	Strongly Disagree	27%	33%	9%	8%	6%

Source: Survey Data

Additionally, according to cross tabulation on surviving employees’ desire to maintain attachment and survivors' position in the organisation as shown in table 9 below, it is evident that 58 percent of employees in the lower level indicate that they disagree with the view that they had the desire to maintain attachment with TNM after downsizing followed by 23 percent of employees in the middle level while upper level employees was the least with 13 percent.

Table 9: Cross tabulation on survivors desire to maintain attachment with TNM
*** position in organisation**

		Position in Organisation		
		Lower Level Employees	Middle Level Employees	Upper Level Employees
Desire to maintain attachment with TNM	strongly Agree	2%	17%	27%
	Agree	4%	23%	40%
	Neutral	16%	23%	7%
	Disagree	58%	23%	13%
	Strongly Disagree	20%	13%	13%

Source: Survey Data

4.3.4 Exerting Effort on behalf of TNM as Compared with the Level of Effort before Downsizing

The respondents were asked if they exerted the same level of effort as compared with the level of effort exerted before downsizing as shown in appendix 3. In their response as indicated in figure 4 below, the study reveals that 49 percent of the respondents disagreed with the position that they exerted the same level of effort as compared with level of effort exerted before TNM embarked on downsizing, 19percent also strongly disagreed.

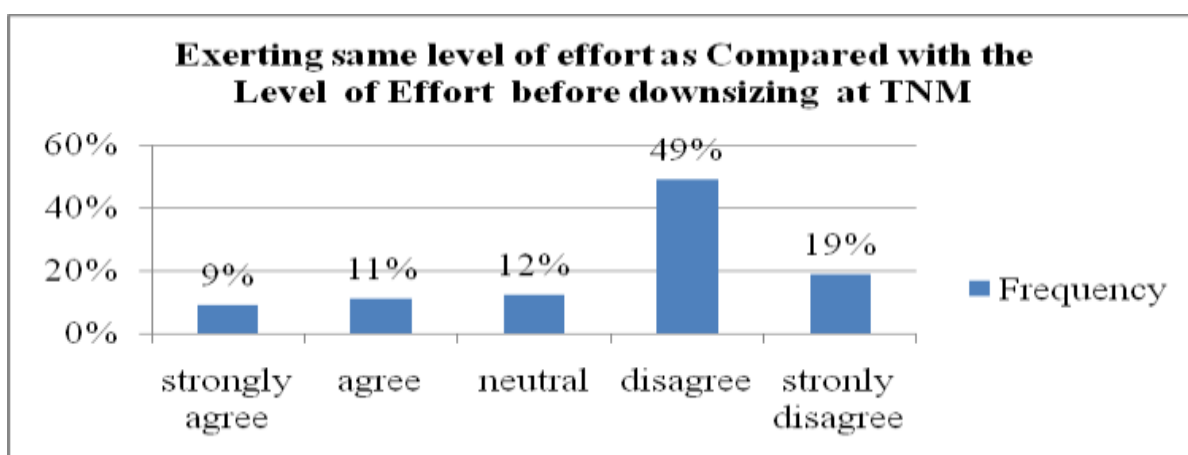


Figure 4: Percentage on survivors exerting effort on behalf of TNM as compared with level of effort before downsizing

Source: Survey Data

In view of the graph above it is evident that 11 percent and 9 percent of the respondents positively confirmed that they continued to exert the same level of effort as compared with the level of effort exerted before workforce reduction while 12 percent of the

respondents neither agree nor disagree. In respect to figure 5 below in relation to surviving employees' position against the desire to exert the level of effort of behalf of the organisation, the study revealed that 58 percent of employees in lower level indicated their disagreement with the fact that they had the desire to exert the same level of effort as compared with the level of effort exerted before TNM embarked on downsizing followed by 47 percent of surviving employees in the middle level, while employees in the upper level were the least with 27 percent.

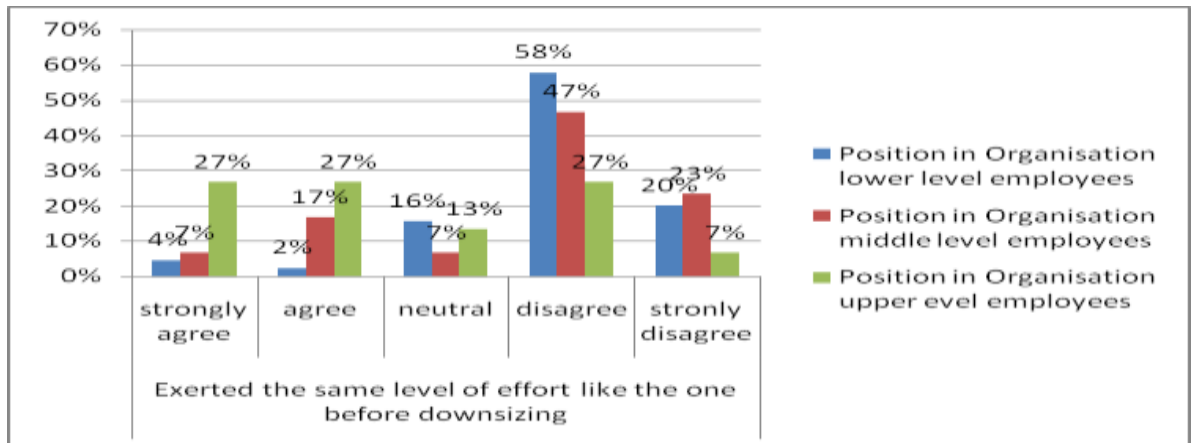


Figure 5: Cross tabulation on survivors exerting level of effort compared with effort before downsizing * position in organisation

Source: Survey Data

In view of figure 4 and 5 above, the study clearly shows that surviving employees' level of effort was negatively affected after workforce reduction at TNM. More importantly, employees in the lower level show that their level of effort reduced more than employees in the middle and upper levels respectively.

4.3.5 Alignment of Surviving Employees Goals and Values to those of TNM

The participants were asked if their goals and values were aligned to the goals and values of TNM after the process of downsizing as indicated in appendix 3. As revealed in figure 6 below, cumulatively, the study established that 46 percent of the respondents disagreed with the view that their goals and values were aligned to goals and values of TNM, 26 percent stated that their goals and values were aligned to goals and values of TNM while 28 percent they neither agree nor disagree. Based on these findings, it is evident that the goals and values of surviving employees' were not

aligned to the goals and values of TNM after the process of downsizing. Suffice to say, downsizing negatively affected surviving employees' alignment of their goals and values to those of TNM.

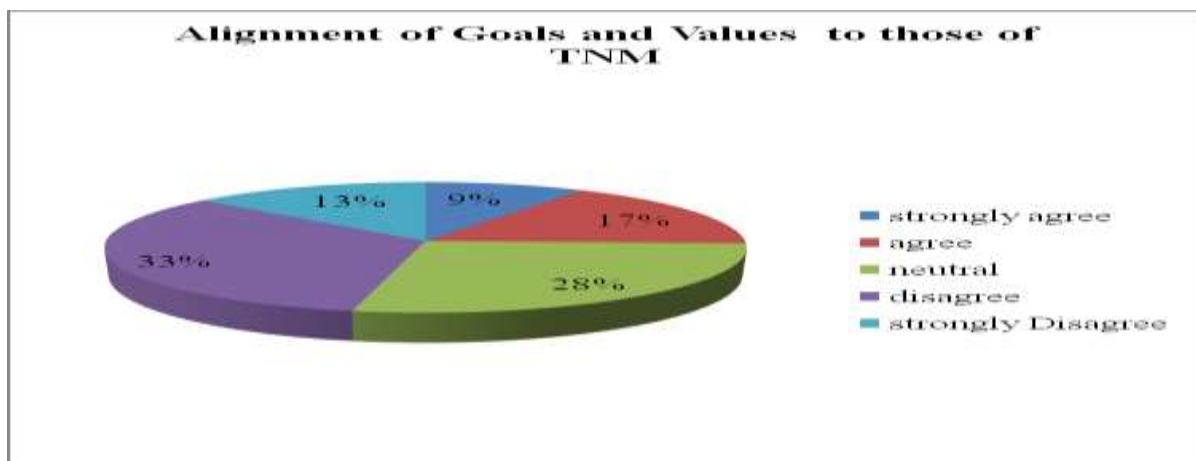


Figure 6: Percentage on Survivors alignment of goals and values to those of TNM

Source: Survey Data

In reference to respondents' length of service and alignment of goals and values to those of TNM as shown in table 10 below, cumulatively, the study reveals that 59 percent of employees that have worked with TNM for 1-2 years opposed to the fact that their goals and values were aligned to the goals and values of TNM after the process of downsizing followed by 47 percent of employees that have worked with TNM for 3-4 years.

Table 10: Cross tabulation on survivors alignment of goals and values to those of TNM * length of service

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Goals and Values were aligned to those of TNM	strongly agree	0%	13%	9%	8%	18%
	Agree	14%	7%	14%	23%	29%
	Neutral	27%	33%	36%	23%	18%
	Disagree	36%	40%	27%	38%	24%
	strongly Disagree	23%	7%	14%	8%	12%

Source: Survey Data

In view of table 11 below, among respondents who disagreed with the fact that their goals and values were aligned to the goals and value of TNM after downsizing, cumulatively, 60 percent were employees from the lower level, followed by 43 percent of employees in the middle level and 14 percent of employees in upper level.

**Table 11: Cross tabulation on survivors alignment of goals and values to those of TNM *
position in organisation**

		Position in Organisation		
		Lower Level Employees	Middle Level Employees	Upper Level Employees
Alignment of Goals and Values to those of TNM	strongly agree	4%	10%	20%
	Agree	4%	27%	33%
	Neutral	31%	20%	33%
	Disagree	38%	40%	7%
	strongly Disagree	22%	3%	7%

Source: Survey Data

In view of the presentation of the findings of the study in relation to how downsizing affected surviving employees' affective commitment, empirical evidence as drawn from different figures and tables above suggest that downsizing reduces surviving employees' affective commitment towards the organisation. Empirically, all indicators that were used to measure affective commitment including; positive feeling to continue working with TNM, willingness to continue being identified with TNM, desire to maintain attachment with TNM, exerting of effort on behalf of TNM as compared with the level of effort before downsizing and alignment of survivors' goals and values to those of TNM, show that surviving employees were negatively affected after the process of downsizing at TNM. It is apparent that survivors' affective commitment decreased after the process of downsizing at TNM. As revealed by the study, it is evident that downsizing negatively caused a change in surviving employees' affective commitment towards the firm. This observation greatly correlates with Alicia and Chang (1999)'s theory of downsizing and organisational commitment. The theory contends that downsizing changes workers' affective commitment towards the organisation.

This findings contradict the broader conclusion drawn by Ngirande et al (2014) and Akdogan (2009). In their studies, they concluded that surviving employees' organisational commitment increases after the process of downsizing. They argued that organisational commitment increases when survivors are empowered. This leads to more attachment as it increases survivors' sense that they have capability to cope with the downsizing process (Spreitzer and Mishara, 2002). Arguably, commitment increases when the organisation employs a proactive approach to downsizing where employees are communicated to on the plans to downsize and they are given detailed plans on how the organisation will implement the process of downsizing (Kurebwe, 2011) as compared to reactive approach where there is quick implementation of downsizing without enough time to think the strategy through and communicate it properly to employees (Wilkison, 2015).

It is evident from the study that TNM adopted proactive approach to downsizing as established by figures 7 and 8 below where 81 percent of the respondents affirmed that they got prior communication of management's plan to reduce the workforce. Further, 60 percent confirmed that management postulated detailed plans in quest of the implementation of the downsizing process at TNM. Irrespective of the adoption of proactive approach to downsizing at TNM, it is noticeable from the findings of the study that surviving employees' affective commitment decreased after workforce reduction.

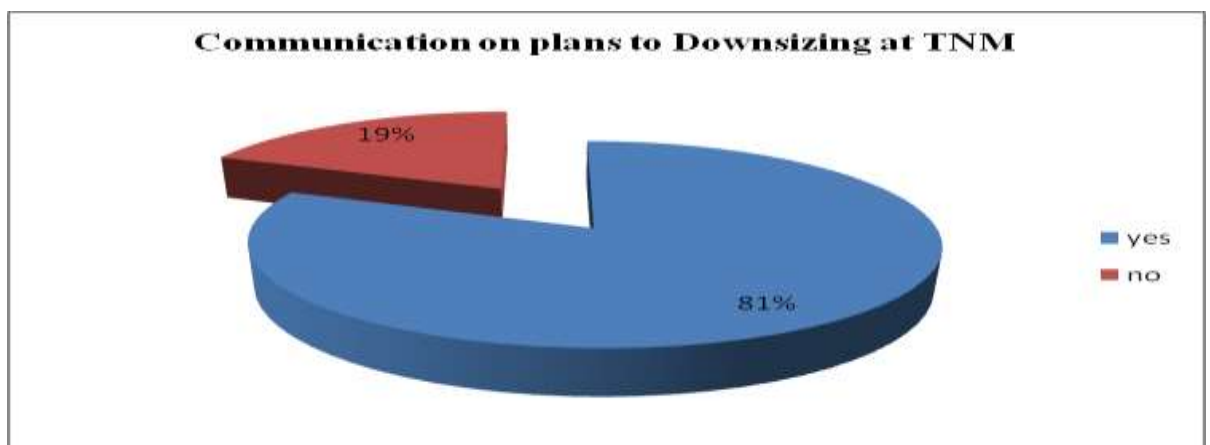


Figure 7: Percentage on communication on plans to downsize workforce at TNM Source: Survey Data

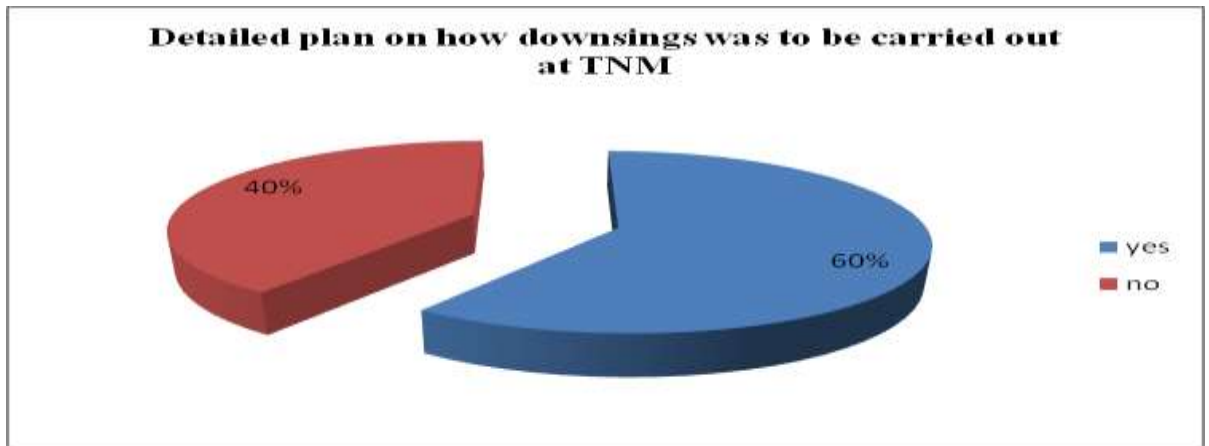


Figure 8: Percentages on detailed plan on how downsizing was to be carried out at TNM

Source: Survey Data

Conclusively, it is visible that whether the due processes are followed or not during the downsizing, the surviving employees' affective commitment diminishes. This complements the observation made by Casin (1993) and Noer (1993) as cited in Ngirande et al (2014) that survivors' organisational commitment declines because they perceive that the traditional relationship between employer and employees has been cut off after downsizing. This has also been echoed by Spreitzer and Mishara (2002), who argued that workforce reduction through downsizing results in surviving employees' perception that the firm is not committed to them. This results in surviving employees reducing their willingness to remain with the organisation.

According to the presentation of the findings of the study as displayed in various figures and tables above in relation to how downsizing affected surviving employees' affective commitment with respect to hierarchy of employees at TNM, empirical evidence established that affective commitment for employees in lower level decreased more than employees in the middle and upper levels. Additionally, the findings reveal that employees that have worked with TNM less than 5 years experiences a decrease in affective commitment more than employees that have worked with TNM beyond 5 years. A number of factors could perpetuate this observation.

Firstly, the number of employees that were downsized at TNM could be one of the factors that propagated a decrease in affective commitment among surviving employees in the lower level than employees in the middle and upper levels. In view of the number of employees who were declared redundant at TNM, 4 were from the upper level, 7 from middle level and 127 were from the lower level. With regard to this, it is evident that over 90 percent of employees that were downsized were from the lower level. Typically, this explains the reason why affective commitment of employees in the lower level decreased more than employees in other levels.

Secondly, the level at which employees were involved in the process of downsizing is another factor that contributed to the decrease in affective commitment among survivors in the lower level. According to figure 9 below, 47 percent of employees in upper level were involved in the process of downsizing followed by 30 percent of employees from middle level and 4 percent of employees from lower level. This substantiates that employees in lower level were not fully involved as compared to employees in the upper and middle levels. It is obvious from figure 9 that decisions to downsize emanate from employees in upper level. This is the reason why affective commitment of surviving employees in the lower level found to be decreasing more than employees in the upper and middle level. This strongly complements the observation made by Brockner et al (1990) in Sverke et al (2008) who noted that employee involvement and participation in decision making may not only result in stronger perceptions of justice but also lessen the negative views on the change process among survivors on work related attitude and wellbeing, resulting in increased commitment among survivors.

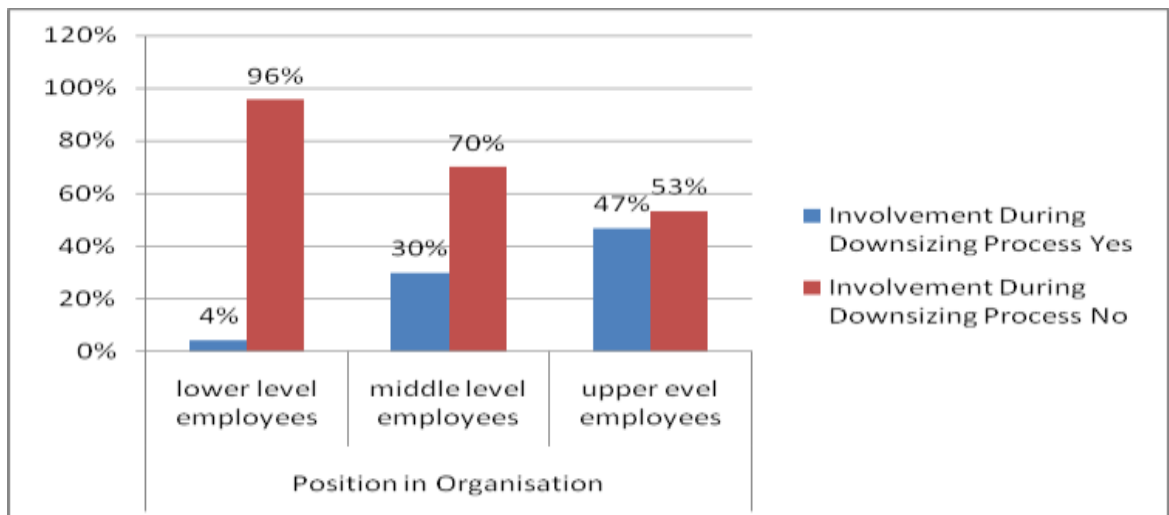


Figure 9: Percentages on surviving employees' involvement during downsizingSource: Survey Data

On another note, a decrease in affective commitment on the part of employees who have worked with TNM for less than 5 years is necessitated by experience and emotional ties developed during the period employees have been working with the organisation. Mowday et al (1982) as cited in Brown (1997) strongly agrees with this observation and indicates that commitment develops as a result of some combination of work experience, perceptions of the organisation and personal characteristics which lead to positive feelings about an organisation which in turn increase commitment. Further, Jaros (2007) complements this and notes that affective commitment reflects commitment based on emotional ties employees develop with the organisation through positive work experience. Therefore, it is evident that where employees' length of service is lower, affective commitment is affected negatively in times of organisational change. This is because lower length of service entails that employees did not accumulate the desirable experience with the organisation and while in the process of building emotional ties with the organisation, the relationship is broken due to downsizing. This results into decreased affective commitment.

4.4 Effect of Downsizing on Surviving Employees Continuance Commitment

4.4.1 Survivors' Continuance of employment due to economic benefits

The respondents were asked if they maintained their employment due to economic benefits after TNM embarked on downsizing as indicated in appendix 3. In response to this as reflected in figure 10 below, the study reveals that 38 percent of the respondents agreed on the view that they continued working with TNM because of economic benefits, 28 percent of the respondents strongly showed that their continued stay with TNM was based on economic benefits, 10 percent of the respondents revealed that they neither agree nor disagree.

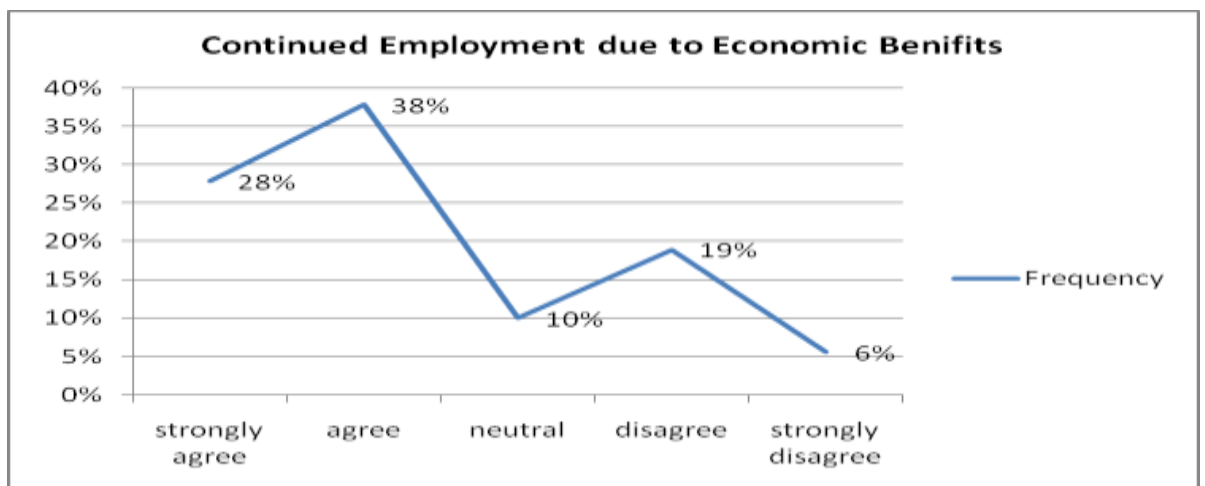


Figure 10: Percentage on survivors' continuance of employment due to economic benefits

Source: Survey Data

On the other hand, 19 percent and 6 percent of the respondents respectively disagreed and strongly disagreed on the position that they continued employment at TNM after downsizing not under the influence of economic benefits which employees gained from the organisation.

In respect to surviving employees' length of service, with regard to maintenance of employment due to economic benefits as revealed by table 12 below, 47 percent of respondents who have worked with TNM for 3-4 years agreed with the view that they continued working with the organisation because of economic benefits followed by 41

percent of employees that have worked with TNM for 5-8 years, 38 percent of employees that have worked with TNM for 9-10 years, 36 percent of employees worked with TNM for 1-2 years and 24 percent of employees worked with TNM for 11 years or more.

**Table 12: Cross tabulation on survivors continued employment because of economic benefits *
length of service**

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Continued Employment Because of Economic Benefits	strongly agree	32%	13%	36%	15%	35%
	Agree	36%	47%	41%	38%	24%
	Neutral	9%	20%	9%	8%	6%
	Disagree	14%	13%	9%	31%	35%
	strongly disagree	9%	7%	5%	8%	0%

Source: Survey Data

In view of this, it is noticeable that regardless of one's tenure of employment, downsizing potentially influences surviving employees to continue working with an organisation due to economic benefits gained from the organisation. However, it is apparent from the table above that while downsizing influences all employees to continue working with an organisation due to economic benefits, employees that have worked with TNM for less than 5 years were more influenced than other employees that have worked with the organisation beyond 5 years. Similarly, according to table 13 below, the study found that all levels of surviving employees at TNM continued working with the organisation due to economic benefits after the process of downsizing. However, employees in the lower level lead in agreeing that their continued stay with TNM was based on economic benefits representing 44 percent followed by employees in upper level with 40 percent while employees in the middle level were the least at 27 percent.

**Table 13: Cross tabulation on survivors continued employment because of economic benefits *
position in organisation**

		Position in Organisation		
		lower level employees	middle level employees	upper level employees
Continued Employment Because of Economic Benefits	strongly agree	31%	23%	27%
	Agree	44%	27%	40%
	Neutral	11%	13%	0%
	Disagree	9%	30%	27%
	strongly disagree	4%	7%	7%

Source: Survey Data

4.4.2 Survivors' Intention to Leave TNM if offered Attractive Economic Benefits

The respondents were asked if they could leave TNM if offered employment elsewhere with attractive economic benefits as shown in appendix 3. As it can be seen from figure 11 below in response to this, the study found that 40 percent of the respondents agreed with the view that they could leave TNM if offered employment with attractive benefits elsewhere, 31 percent also strongly agreed on the same position, while 9 percent of the respondents showed that they could neither leave nor stay, 10 percent of the respondents respectively disagree and strongly disagree that they could leave if offered employment with attractive benefits elsewhere.

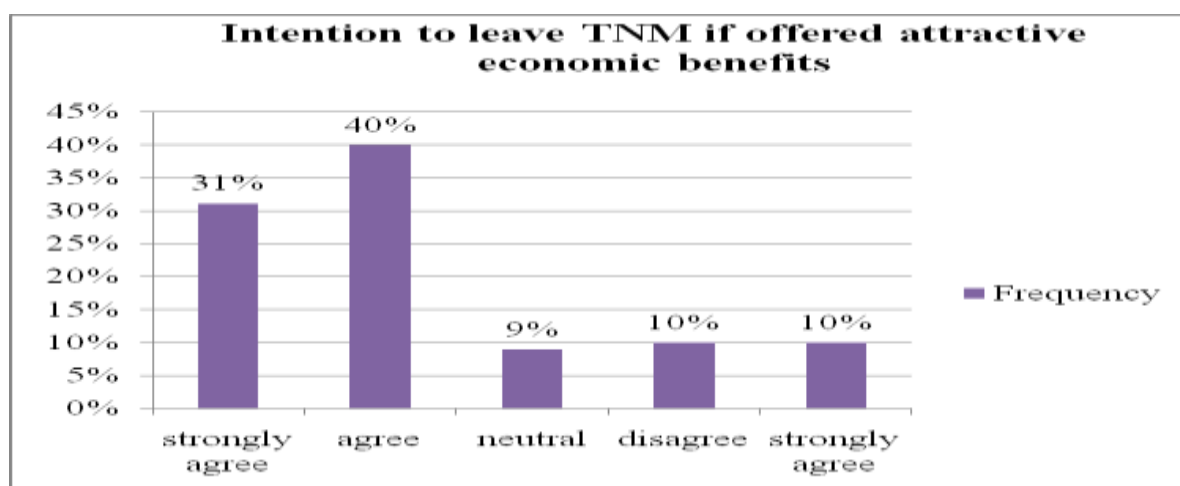


Figure 11: Percentage on survivors' intention to leave TNM if offered attractive benefits elsewhere

Source: Survey Data

Although the study shows that increased number of respondents continued employment due to economic benefits as reflected in figure 10 above, it is apparent that over 70 percent of the respondents had an intention to leave the organisation as revealed in figure 11 above. Typically, this reveals that surviving employees' continuance commitment toward the organisation decreased after downsizing. The study shows that intention to leave the organisation was regardless of one's length of service and position in the organisation as established by results of the study in tables 14 and 15 below. In view of table 14, the study shows that employees that have worked with TNM for less than 5 years had more intentions to leave the organisation as compared with employees that have worked with TNM beyond five years.

Table 14: Cross tabulation on survivors' intention to leave TNM if offered attractive economic benefits * length of service

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Intention to Leave TNM if Offered Attractive Economic Benefits	Strongly Agree	27%	20%	50%	15%	29%
	Agree	50%	53%	36%	31%	29%
	Neutral	14%	7%	5%	15%	6%
	Disagree	5%	7%	5%	23%	18%
	strongly agree	5%	13%	5%	15%	18%

Source: Survey Data

Similarly, in accordance with table 15 below, it is apparent that employees in the lower level have a stronger intention to leave the organisation after downsizing at TNM than employees in the middle and upper levels. According to the results of the study in tables 14 and 15, it shows that downsizing to a larger extent affects employees in the lower level more than employees in the middle and upper levels. Similarly, employees with shorter length of service are more negatively affected by downsizing than employees with longer length of service.

Table 15: Cross tabulation on survivors intention to leave TNM if offered attractive economic benefits * position in organisation

		Position in Organisation		
		lower level employees	middle level employees	upper level employees
Intention to leave TNM if offered attractive economic benefits	strongly agree	40%	20%	27%
	Agree	44%	37%	33%
	Neutral	2%	20%	7%
	Disagree	7%	13%	13%
	strongly disagree	7%	10%	20%

Source: Survey Data

In view of the presentation of research findings with respect to how downsizing affected surviving employees' continuance commitment, evidence as drawn from various figures and tables above suggests that downsizing has a positive effect on survivors' continuance commitment towards the organisation. It is apparent from the research findings that surviving employees' continuance commitment increased after the processes of downsizing at TNM and most of the study participants remained committed to the organisation due to economic benefits gained from the organisation. Typically, this reflects the observation made by Becker (1960) as cited in Brown (1997) who insinuates that the relationship between an employee and the organisation is founded on behaviors bounded by a 'contract' of economic gains.

Although surviving employees' continuance commitment is viewed to be increasing, this does not exhibit long term commitment among surviving employees towards the organisation. In reference to results of the study as shown in figure 11 above, it is apparent that over 70 percent of the surviving employees could leave TNM if offered employment with attractive economic benefits elsewhere. Empirically, this demonstrates that survivors' commitment in this sense is conditional or calculative and it is not a long-term commitment. Arguably this manifest that employees' commitment towards the organisation on continuance basis is decreased because their commitment is based on a 'await and see' scenario. This strongly agreed with Alicia and Chang (1999)'s theory of downsizing and organisational commitment in which it is stipulated that downsizing causes a change in surviving employees' continuance commitment with intention to leave the organisation as a byproduct of downsizing.

Equally, these findings contradict the broader research findings brought forward by Ngirande et al (2014) and Akdogan (2009). In their studies they concluded that downsizing results in increased surviving employees' organisational commitment. However, the study collaborates with the broader observation made by Brockener et al (2004), Chaudhry et al (2015), Devine et al (2003), who observed that downsizing results in reduced organisational commitment among the surviving employees, though their findings were not explicit. Maertz and Griffeth (2004) complement this and note that survivors may perceive that future goals will be difficult to achieve in the organisation after downsizing, resulting in a decrease in survivors' calculative attachment exhibited by higher turnover intentions.

According to the findings of the study in relation to how downsizing affected surviving employees' continuance commitment, it is clear from table 14 above that employees that have worked with TNM less than five years have an increased intention to leave the organisation more than employees who have worked with the organisation beyond 5 years. Similarly, it is also notable that employees in the lower level experienced an increase in their intentions to leave TNM post downsizing more than that experienced by employees in the middle and upper levels. This is due to the factors eluded earlier on under affective commitment. Lower level employees exhibited increased intentions to leave the organisation because they were affected more than employees in the middle and upper levels during downsizing. This explains the reason why their intention to leave the organisation increased more than employees in other levels. On the other hand, employees that have worked with TNM for less than five years had their intentions to leave the organisation increased more than employees that have worked with the organisation beyond five years because the former were in the process of establishing emotional ties with the organisation. However, downsizing disturbed this process resulting into higher turnover intentions.

4.5 Effect of Downsizing on Surviving Employees Normative Commitment

4.5.1 *Desire to Remain an Employee of TNM as a Moral Right*

The respondents were asked if they considered it a moral right to remain employees of TNM after downsizing as indicated in appendix 3. In their response as depicted in figure 12 below, it was revealed that 37 percent of the respondents agreed on the point that they remain employees of TNM because they considered it a moral right, 23 percent of the study participants also strongly agreed that their continued stay at TNM was due to the moral right. On the other hand, 20 percent of the respondents disagreed that their continued employment with TNM was not based on their consideration as a moral right, while 14 percent were neutral.



Figure 12: Percentage to remaining an employee of TNM as a moral right

Source: Survey Data

In view of the cross tabulation on survivor's desire to remain employees of TNM against length of service as indicated in table 16 below, the study shows that surviving employees considered it a moral right to remain employees of TNM regardless of one's length of service. The study reveals that 50 percent of respondents that have worked with TNM for 5-8 years agreed with the view that they remained employees of TNM because they considered it moral right followed by 38 percent of employees that have worked with TNM for 9-10 years, and 36 percent of employees that have worked with TNM for 1-2 years while employees that have worked with TNM for 11 years or more were the least with 18 percent.

Table 16: Cross tabulation on survivor’s desire to remain employees of TNM as moral right*length of service

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year +
Remain An employee of TNM as a Moral Right	Strongly agree	18%	20%	18%	15%	41%
	Agree	36%	33%	50%	38%	18%
	Neutral	23%	13%	14%	8%	6%
	Disagree	23%	27%	18%	31%	24%
	strongly disagree	0%	7%	0%	8%	12%

Source: Survey Data

Based on table 17 below in view of cross tabulation on survivors’ positions in the organisation and remaining an employee of TNM as a moral right, the study shows that employees in upper level lead in considering it as a moral right to remain employees of TNM with 53 percent followed by employees in lower level with 38 percent while employees in the middle level were the least with 23 percent.

Table 17: Remaining an employee of TNM as a moral right*position in organisation

		Position in organisation		
		lower level employees	middle level employees	upper level employees
Remain an employee of TNM as a moral right	Strongly agree	20%	27%	20%
	agree	38%	23%	53%
	Neutral	13%	13%	13%
	disagree	22%	27%	20%
	strongly disagree	2%	10%	7%

Source: survey data

In view of figure 12 and tables 16 and 17, the study shows that survivors considered it a moral right to remain employees of TNM. From this, it is evident that downsizing does not have a negative effect on employees' moral right to remain members of an organisation. But while all survivors considered it a moral right to remain employees of TNM after downsizing regardless of length of service, employees that have worked

with TNM for 5-8 years indicate that their belief that it is their moral right to remain employees of TNM increased more than others. Further, it is apparent from the results of the study that all employees according to their hierarchy ascertained that they remained employees of TNM due to moral right. However, employees in the upper level their moral right belief increased more than other levels.

4.5.3 Remain an Employee of TNM as Feeling of Obligation

The respondents were asked if they remained as employees of TNM due to the feeling of obligation after downsizing as indicated in appendix 3. As it can be seen from figure 13 below, the study shows that 34 percent of surviving employees agreed that they maintained their employment with TNM due to the feeling of obligation, 23 percent of the respondents strongly affirmed on the view that their continued stay in the organisation was due to the feeling of obligation, 19 percent neither agreed nor disagreed while 13 percent and 10 percent of the respondents respectively disagreed and strongly disagreed that their continued stay was not due to a feeling of obligation.

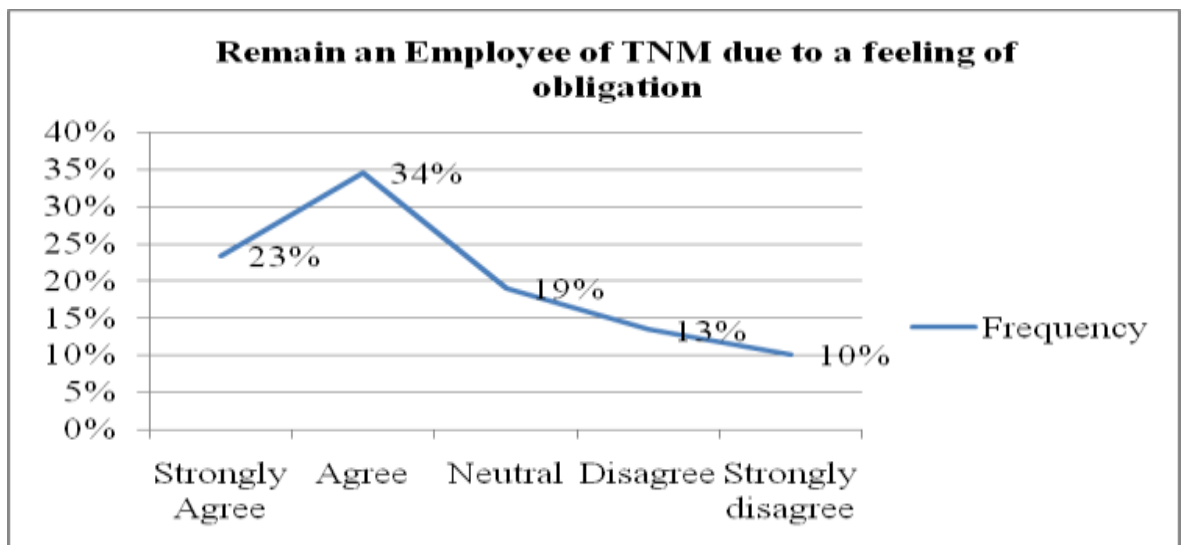


Figure 13: Percentage of remaining an employee of TNM as a feeling of obligation

Source: Survey Data

According to the cross tabulation on the view of the respondents to remain employees of TNM due to a feeling of obligation against respondents' length of service as

indicated in table 18 below, results of the study show that survivors remain employees of TNM because of the feeling of obligation. However, employees that have worked with TNM for 5-8 years experienced an increase in their feeling of obligation after downsizing with 45 percent more than the others.

Table 18: Cross tabulation on survivors' to remain employees of TNM as a feeling of obligation*length of service

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Remain an employees' TNM as a feeling of obligation	Strongly Agree	14%	40%	18%	38%	18%
	Agree	23%	40%	45%	23%	24%
	Neutral	27%	7%	14%	8%	35%
	Disagree	23%	0%	18%	23%	12%
	Strongly disagree	14%	13%	5%	8%	12%

Source: Survey Data

In view of the cross tabulation on respondents position to remain employees of TNM due to the feeling of obligation against employees' level of position in the organisation as shown in table 19 below, results of the study reveals that 40 percent of employees in the upper level agreed on the position that they remain with TNM after downsizing due to the feeling of obligation followed by 30 percent of employees in the middle level while employees in the lower level were the least with 29 percent.

Table 19: Cross tabulation on survivors' to remaining employees of TNM due to a feeling of obligation*Position in organisation

		Position in Organisation		
		lower level employees	middle level employees	upper level employees
Remaining s of TNM due to a feeling of obligation	Strongly Agree	27%	17%	27%
	Agree	29%	30%	40%
	Neutral	18%	17%	27%
	Disagree	11%	27%	7%
	Strongly disagree	16%	10%	0%

Source: Survey Data

The findings of the study as drawn from various figures and tables above with respect to how downsizing affected surviving employees' normative commitment, show that

survivors' moral right and the feeling of obligation to remain employees of TNM increased after downsizing.

This complements Manetej (2009) who observed that normative committed employees consider it as a moral right to stay in the organisation regardless of how much status enhancement or satisfaction the organisation gives them over the years. This has further been echoed by March and Mannari (1997) who noted that the normative element is seen as people who consider the moral commitment with the view of remaining within a specific organisation regardless of amount of improvement in the state of completion the organisation provides over the years. Increasingly, employees remain with the organisation because they consider continuing working with the said organisation as proper work ethics and implicit responsibility (Meyer and Allen, 1997). Suffice to say, downsizing does not cause any change in survivors' normative commitment towards the organisation. This observation collaborates with Alicia and Chang (1999)'s theory of downsizing and organisational commitment. The theory stipulates that downsizing causes changes in affective and continuance commitment. However, the theory does not comment on how downsizing affects surviving employees' normative commitment on the grounds that survivors remain committed normatively after the downsizing process.

Empirically, it is noticeable that normatively, surviving employees remained committed to the organisation in times of organisational changes such as downsizing. These findings agreed with the broader research findings of Ngirande et al (2014) and Akdogan (2009). Ngirande et al (2014) who, in their study concluded that survivors were much more committed to the organizations after the process of downsizing. Similarly, Akdogan (2009) in his study concluded that employees' positive perception of organisational downsizing increased organisational commitment. In view of these broad findings, it is clear that their conclusions were drawn in light of normative commitment other than affective and continuance commitment.

The findings of the study as drawn from above, make it apparent that survivors' remained committed to TNM regardless of length of service and employee's position in the organisation. However, to a greater extent, employees that have worked with TNM for 5-8 years and employees in the upper level show that their normative

commitment increased more than the others. This is because employees in the upper level were much more involved in the process of downsizing than other levels as depicted earlier on in figure 9 above, hence their commitment.

4.6 Effect of Downsizing on Surviving Employees' Quantitative and Qualitative Job Security

4.6.1 Fear of Losing the Job itself and being laid off in the Near Future

The respondents were asked if they had fears of losing the job itself and fear of being laid off in the near future as indicated in appendix 3. In their response as it can be seen from figure 14 below, in respect to surviving employees fear of losing the job itself, it was revealed that 42 percent of the respondents agreed with the position that they had fears of losing the job after the process of downsizing, 28 percent also strongly affirmed that they had fears of losing the job, 11 percent they neither agree nor disagree, while 13 percent and 6 percent respectively disagreed and strongly disagreed that they had fears of losing their jobs.

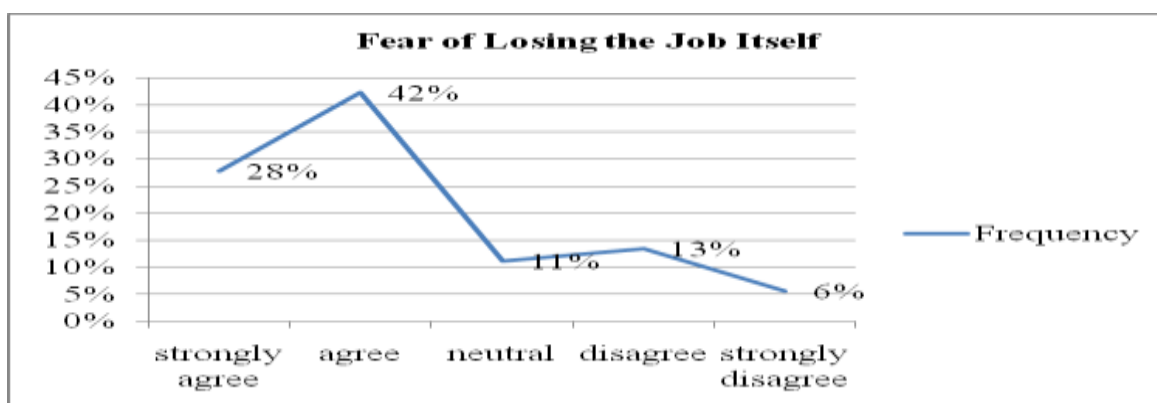


Figure 14: Percentage of survivors' fear of losing the job itself.
Source: Survey Data

Furthermore, as shown in figure 15 below with respect to respondents' response to whether they had fear of being laid off in the near future, empirical evidence revealed that 40 percent of the respondents affirmed to the view that they had fears of being laid off in the near future, 33 percent of the respondents also strongly agreed, while 11 percent of the respondents were neutral, 9 percent and 7 percent of the respondents respectively disagreed and strongly disagreed that they had fears of being laid off in the near future.

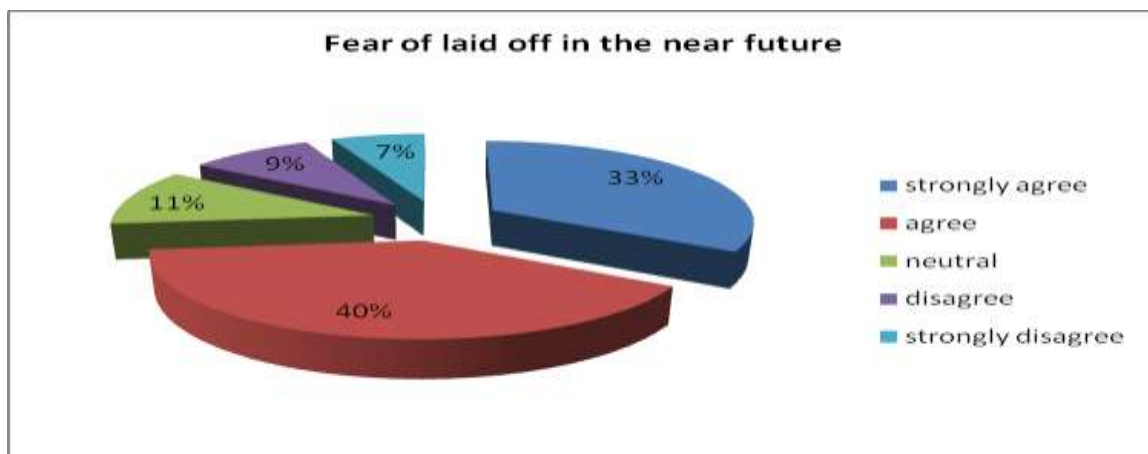


Figure 15: Percentage of survivor fear of being laid off in the near future

Source: Survey Data

In reference to figures 14 and 15, it is noticeable that surviving employees' fears of losing the job itself and being laid off in the near future increased after the process of downsizing at TNM. This translates that downsizing caused changes in surviving employees' quantitative job security. Equally, these findings show that downsizing negatively affects surviving employees' quantitative job security.

In view of table 20 below on cross tabulation between surviving employees' length of service and fear of losing the job itself, the study reveals that employees that have worked with TNM for less than five years had increased fears of losing their jobs as compared to employees that have worked with the organisation beyond five years.

Table 20: Cross tabulation on survivors' fear of losing the job itself * length of service

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Fear of losing the job itself	strongly agree	36%	13%	32%	31%	18%
	Agree	32%	67%	32%	31%	59%
	Neutral	18%	0%	14%	15%	6%
	Disagree	9%	13%	14%	15%	18%
	strongly disagree	5%	7%	9%	8%	0%

Source: Survey Data

Furthermore, with respect to cross tabulation on surviving employees level of position in the organisation and fear of losing the job itself as indicated in table 21 below,

cumulatively, the study shows that employees in lower level had increased fears of losing their jobs with 71 percent followed by employees in the middle level with 70 percent, while employees in the upper level were the least with 66 percent.

Table 21: Cross tabulation on survivors' fear of losing the job itself*position in organization

		Position in Organisation		
		lower level employees	middle level employees	upper level employees
Fear of losing the job itself	strongly agree	29%	23%	33%
	Agree	42%	47%	33%
	Neutral	11%	17%	0%
	Disagree	11%	10%	27%
	strongly disagree	7%	3%	7%

Source: Survey Data

With reference to tables 20 and 21, it is apparent that employees with shorter lengths of service and employees in the lower level had their quantitative job security negatively affected by downsizing at TNM.

4.6.2 Fear of Losing Important Aspects of the Job

The respondents were asked if they had fears of losing important aspects of the job as indicated in appendix 3. In their response as revealed in figure 16 below, the study shows that 48 percent of the respondents agreed with the view that they had fears of losing important aspects of the job, 23 percent also strongly affirmed, while 12 percent neither agreed nor disagreed that after the process of downsizing, they had fears of losing important aspects of the job. On the contrary, 11 percent of the respondents showed that they disagreed that they had fears of losing important aspects of the job while 6 percent of the respondents also strongly disagreed. Typically, these findings show that downsizing equally causes a change in surviving employees' qualitative job security. Qualitative job security decreased among employees who survived the process of downsizing at TNM.

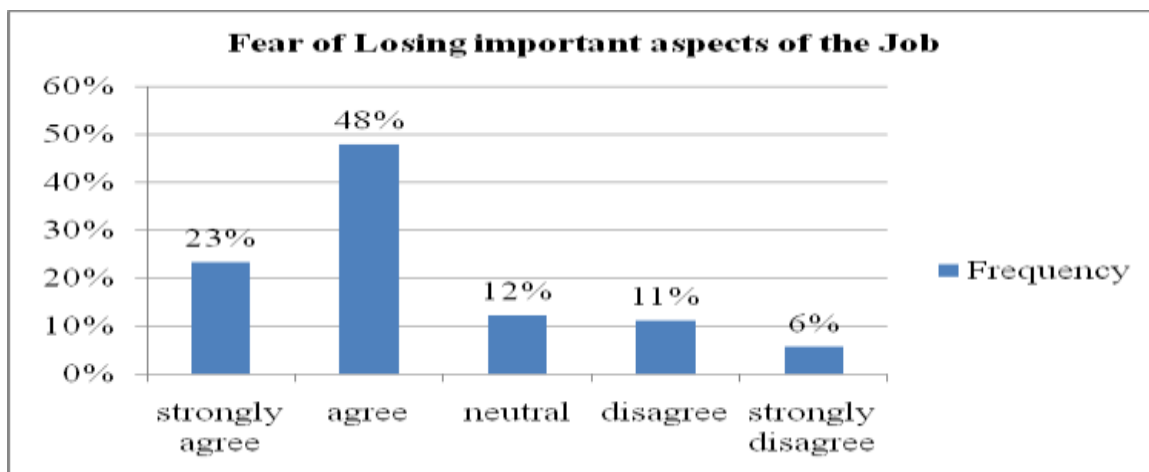


Figure 16: Percentage on survivors' fear of losing important aspects of jobfeatures

Source: Survey Data

In view of surviving employees' length of service against fear of losing important aspects of the job as shown in table 22 below, the study reveals that employees that have worked with TNM less than 5 years had increased fears of losing important aspects of the job post downsizing comparing with employees that have worked with the organisation over 5 years.

Table 22: Cross tabulation on surviving employees' fear of losing important aspects of the job*length of service

		Length of Service				
		1-2years	3-4years	5-8years	9-10years	11year+
Fear of losing Important aspects of the job e.g job content, career opportunity, workmates etc	strongly agree	14%	27%	32%	38%	24%
	Agree	50%	60%	36%	31%	35%
	Neutral	27%	0%	14%	0%	12%
	Disagree	9%	7%	14%	23%	18%
	strongly disagree	0%	7%	5%	8%	12%

Source: Survey Data

In addition to this, as depicted in table 23 below, the study shows that employees in lower level had increased fears of losing important aspects of the job with 58 percent followed by employees in the upper level with 40 percent while middle level employees were the least with 37 percent.

Table 23: Cross tabulation on survivors' fear of losing important aspect of the job

***position in organisation**

		Position in Organisation		
		lower level employees	middle level employees	upper level employees
Fear of losing important aspects of the job e.g Job content, career opportunity, workmates etc	strongly agree	24%	20%	27%
	Agree	58%	37%	40%
	Neutral	9%	20%	7%
	Disagree	4%	17%	20%
	strongly disagree	4%	7%	7%

Source: Survey Data

According to the study findings on how downsizing affected surviving employees' quantitative and qualitative job security, it is evident that downsizing has a negative effect on both quantitative and qualitative job security. This finding is complemented by Alicia and Chang (1999) theory of downsizing and organisational commitment. The theory argues that downsizing causes a change in survivors' job security.

The study reveals that surviving employees had increased fear of losing the job itself, fear of being laid off in the near future and fear of losing important aspects of the job which together form key indicators that best describe quantitative and qualitative job security. These findings fill the gap in Kurebwe's (2011) study where it was concluded that survivors were worried about their future and how long they were going to keep their jobs within the reduced organisation. The study findings by Kurebwe (2011) entirely, reflected that downsizing affected survivors' quantitative job security without addressing how downsizing affected survivors' fear of losing important aspects of the job which is qualitative in nature.

It is evident from the current study that while downsizing has a negative effect on quantitative job security, the qualitative job security is also negatively affected. This strongly agreed with the observation made by Fischmann et al (2015) that it is reasonable to find a mix of the two forms of job insecurity since the employee is probably neither completely sure of his or her ability to keep the current job as a whole, nor about being able to prevent the loss of valued features. Therefore, the current study contradicts the earlier finding suggested by Krasz (2005) who postulated that

downsizing may elicit positive response, since downsizing places severe stress on survivors in the initial period, but as soon as the system is stabilized, many survivors claim that in the new organisation, they face more interesting and challenging tasks and can work more independently and autonomously. Additionally, these findings further contradict Dewis and Blalazs (1997) as cited in Oluoch, Nyagol and Oluoch (2013) who noted that downsizing increases survivors' job security. However, it is evident that downsizing weakened survivors' job security in both aspects; quantitative and qualitative.

Based on the research findings as shown in various tables and figure above with respect to how downsizing affected surviving employees quantitative and qualitative job security, empirical evidence reveals that employees that have worked with TNM for less than five years showed an increase in their fear of losing the job itself, fears of being laid off in the near future and fears of losing important aspects of the job more than employees that have worked with the same organisation beyond five years. In other words, downsizing affected employees with lower length of service than those that worked with TNM for a longer period of time.

This is because these employees were in the process of establishing their experience with TNM and due to downsizing; survivors had to endure disillusionment, frustration and generally resulting into perception of insecurity (Kurebwe, 2011). Furthermore, the study reveals that downsizing affected lower level employees more than employees in the upper and middle levels. This is due to the fact that lower level employees as observed earlier on were the ones who were affected more during the process of downsizing at TNM. Secondly, this level of employees was in the process of establishing ties and experience with TNM and due to downsizing, such processes were affected, contributing greatly to such fears.

4.7 Conclusion

This chapter presented and discussed the findings of the study on how downsizing affected surviving employees' organisational commitment and job security at TNM. The study findings reveal that downsizing negatively affected surviving employees'

affective commitment. The study shows that surviving employees' affective commitment reduced after the process of downsizing. Similarly, the study findings depict that survivors' continuance commitment at TNM reduced as manifested by increased turnover intentions among surviving employees after the process of downsizing. While survivors' affective and continuance commitment decreased after downsizing, to a greater extent survivors remained committed normatively to the organisation. Furthermore, empirical evidence shows that downsizing negatively affects survivors' quantitative and qualitative job security.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter concludes the research and outlines the study's major findings as indicated in chapter four. In addition to this, the chapter makes some recommendations in light of the research findings and it makes propositions on areas of further study. The main purpose of the study was to assess effects of downsizing on surviving employee's organisational commitment and job security at TNM. Particularly, the study finds out how downsizing affected survivors' affective commitment, determined how downsizing affected surviving employee's continuance commitment, established what effect downsizing had on surviving employees' normative commitment and finally, it finds out how downsizing affected surviving employees quantitative and qualitative job security.

5.2 Study's Major Findings

The research findings as shown in chapter four above reveal that downsizing negatively affected surviving employees' affective commitment. The study indicates that survivors' affective commitment decreased after the process of downsizing. All indicators that were used to measure affective commitment show that surviving employees were negatively affected by downsizing at TNM. It is evident that downsizing negatively caused a change in surviving employees' affective commitment towards the firm. These findings agree with Alicia and Chang (1999)'s theory of downsizing and organisational commitment. The theory argued that downsizing changes workers' affective commitment towards the organisation. However, these findings contradict the broader conclusion drawn by Ngirande et al (2014) and Akdogan (2009) who concluded that survivors' organisational commitment increases after the process of downsizing. They argued that organisational commitment increases when survivors are empowered (Spreitzer and Mishara, 2002), when they are given detailed plans on the implementation of downsizing (kurebwe, 2011) and when the

organisation employs a proactive approach to downsizing (Wilkison, 2015).

It is apparent from the present study that TNM adopted a proactive approach to downsizing and gave its employees detailed plans on the implementation of downsizing. Regardless of this, surviving employees' affective commitment decreased after workforce reduction. Conclusively, it is noticeable that whether or not the due processes are followed during downsizing, surviving employees' affective commitment diminishes. This complements the observation made by Casin (1993); Noer (1993) as cited in Ngirande et al (2014) that survivors' organisational commitment declines because they perceive that the traditional relationship between employer and employees has been cut off after downsizing. Moreover, the study established that affective commitment for employees in lower level decreased more than employees in the middle and upper levels. Further, the study reveals that employees that have worked with TNM less than 5 years had a greater decrease in affective commitment in comparison to employees that have worked with TNM beyond 5 years.

In addition to the findings of the study with respect to how downsizing affected surviving employees' affective commitment, the study revealed that surviving employees' continuance commitment decreased after downsizing at TNM. The study found that survivors' commitment towards the organisation on continuance basis is lower. This has been manifested by increased survivors' intentions to leave the organisation after the process of downsizing. This collaborates with Alicia and Chang (1999) theory of downsizing and organisational commitment in which it stipulates that downsizing causes change in surviving employees' continuance commitment with increased intentions to leave the organisation as the end product of downsizing.

Equally, these findings contradict the broader research findings brought forward by Ngirande et al (2014) and Akdogan (2009) who concluded that downsizing results in increased surviving employees' organisational commitment. Survivors' continuance commitment decreases when they perceive that future goals will be difficult to achieve in the organisation after downsizing, resulting in decreased survivors' calculative attachment exhibited by higher turnover intentions (Maertz and Griffeth, 2004). The study found that continuance commitment for employees that have worked with TNM

less than five years decreased more than employees that have worked with TNM beyond five years.

Further, research findings show that employees in the lower level experienced a decrease in their continuance commitment which was more than that experienced by employees in the middle and upper levels. While downsizing led to a considerable reduction in the survivors' affective and continuance commitment, to a greater extent, the study found that surviving employees remained committed to TNM normatively. The study shows that survivors' moral right and the feeling of obligation which are key indicators of normative commitment increased after the process of downsizing. Increasingly, employees remain with the organisation because they consider that as the work ethics and implicit responsibility to continue working with a specific organisation (Meyer and Allen, 1997). In this regard, it is obvious that downsizing does not cause any change in survivors' normative commitment towards the organisation. This complements Alicia and Chang (1999) theory of downsizing and organisational commitment. The theory stipulates that downsizing causes changes in affective and continuance commitment. However, the theory does not comment on how downsizing affects surviving employees' normative commitment on the grounds that survivors remained committed to organizations normatively after downsizing.

Empirically, it is evident that normatively, surviving employees remained committed to the organisation in times of organisational change such as downsizing. These findings agreed with the broader research findings of Ngirande et al (2014) and Akdogan (2009). Ngirande et al (2014) in their study concluded that survivors were much more committed to the organizations after the process of downsizing. Similarly, Akdogan (2009) in his study concluded that employees' positive perception of organisational downsizing increased organisational commitment. In view of these broad findings it is clear that their conclusions were drawn in light of normative commitment other than affective and continuance commitment. Further, the study reveals that among the survivors' who remain committed to TNM on normative basis, employees who have worked with TNM for 5-8 years and those in the upper level indicated an increase in normative commitment that is greater than others.

Lastly, the study found that downsizing has a negative effect on survivors' quantitative and qualitative job security. The findings strongly agreed with the observation made by Fischmann et al (2015) that it is reasonable to find a mix of the two forms of job insecurity since the employee is probably neither completely sure of his or her ability to keep the current job as a whole, nor about being able to prevent the loss of valued features. This finding agreed with Alicia and Chang (1999) theory of downsizing and organisational commitment. The theory argued that downsizing causes a change in survivors' job security. Therefore, the current study findings contradict the earlier findings suggested by Dewis and Blalazs (1997) as cited in Oluoch et al (2013) who noted that downsizing increases credibly some job security. However, it is evident that downsizing weakened survivors' job security in both aspects; quantitative and qualitative. Further, the study noted that employees with a shorter length of service had their quantitative and qualitative job security reduced more than employees that have worked with the organisation for more than five years. Additionally, the study indicated that employees in lower level had their quantitative and qualitative job security reduced more than employees in middle and upper levels.

5.3 Recommendations

This study has indicates that downsizing has negative effects on survivors' affective and continuance commitment as well as quantitative and qualitative job security while eliciting positive a response on normative commitment. The study shows that survivors in the lower level had their affective and continuance commitment as well as quantitative and qualitative job security more negatively affected than employees in the middle and upper level. This is because downsizing targeted lower level employees more than employees in the middle and upper level. This is why they exhibited decreased affective and continuance commitment as well as qualitative and quantitative job security. Even though this level of employees is lower to some extent, their departure has potential to cause considerable effects on the organisation. Therefore, the study makes a recommendation to all organizations that when they plan to embark on a downsizing venture, there must be a considerable equal share among the targeted employees. Downsizing must target employees in the lower level equally to employees in the middle and upper levels to avoid the effects that downsizing has on surviving employees.

5.4 Areas for further study

This study has revealed that downsizing affects survivors' affective and continuance commitment as well as quantitative and qualitative job security. Such findings have the potential to perpetuate poor performance on the part of both the organisation and surviving employees. In references to downsizing processes that have been happening in Malawian organizations, some organizations, including Opportunity Bank of Malawi, Standsfield Motors etc ended up being closed after the downsizing process while other companies continue to operate. With this in mind, the study proposes that there is a need for further research to be conducted to examine the effects of downsizing on organisational and surviving employees' performance.

Similarly, in recent times, it has been noted with great concern that organizations have been facing tribunal litigations after downsizing processes; organisations like First Merchant Bank, Opportunity Bank and Airtel Malawi are cases of reference where leavers sued the organizations for failure to comply with downsizing procedures. This leaves a grey area and the study proposes a need to conduct further research to investigate whether organizations comply with minimum standards that guide the downsizing process or assess whether organizations in Malawi have downsizing policies and procedures.

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APPENDICES

Appendix 1: Letter seeking permission to conduct the study at TNM

University of Malawi
Chancellor College
P.O Box 280
Zomba
Email:nyowaniohane
@yahoo.com

:nyowani@psimalawi.
org
Phone: 0999781770

8th August, 2019.

The Managing Director
Telecom Networks Malawi Plc
P.O Box 3039
Blantyre

Dear Sir/Madam,

RE: REQUEST TO CONDUCT AN ACADEMIC RESEARCH IN YOUR ORGANISATION

My name is Yohane Nyowani a final year student pursuing Master of Arts degree in Human Resource Management and Industrial Relations at Chancellor College. As a requirement to complete my studies, I need to collect data for a research study on the "*Effects of Downsizing on Surviving Employees' Organisational Commitment and Job Security*" with reference to your organisation. As such, I would like to seek your permission to conduct the said study in your organisation. The study is targeting 90 employees who survived downsizing exercise in 2017 and 2019 respectively.

This study will be important because it will fill the existing gaps in the literature, particularly by explicitly demonstrating how downsizing affect employees affective, continuance and normative which together provide a better understanding of organisational commitment as well as how downsizing affect survivors qualitative and quantitative job security. More importantly, the implications drawn from the analysis and suggestions based on this research study will be substantial in providing guidelines to all organizations in general to ensure that downsizing process is done in an organized manner to minimize effects on surviving employees' organisational commitment and job security.

I would want to assure you that any information provided by the respondents will only be used for academic purposes and this will be treated with the highest degree of

confidentiality. Additionally, I am willing to disseminate results of the study to the management of TNM. Further, an approved copy of thesis will be shared with you at no cost.

Lastly, I will be so grateful if my request meets favorable consideration.

Yours sincerely,

Yohane Nyowani

Appendix 2: Letter of Authorization to Conduct a Study at TNM



Telekom Networks Malawi Plc
Reg. Number 4029

26th August, 2019

Yohane Nyowani
C/O Chancellor College
P.O Box 280,
Zomba
Malawi.

Dear Mr. Nyowani,

CONSENT LETTER TO CONDUCT RESEARCH STUDY IN TELEKOM NETWORKS MALAWI (PLC)

Reference is made to your letter requesting permission to conduct academic research study in Telekom Networks Malawi (Plc) as a fulfillment of Master of Arts Human Resource Management and Industrial Relations.

I am pleased to inform you that management has authorized and granted you permission to conduct research on your topic, "**Assessing the Effects of Downsizing on Surviving Employees' Organizational Commitment and Job Security-a Case of Telekom Networks Malawi Plc.**"

Kindly take note that the information gathered should strictly be for academic purposes only and should be treated with utmost confidentiality.

Should you require any addition information or clarification, do not hesitate to contact the undersigned

Yours faithfully
For: Telekom Networks Malawi Limited

William Lapukeni
Manager Human Resource Development

3th Floor, Livingstone Towers, Glyn Jones Rd, Blantyre. P.O. Box 3036, Blantyre, Malawi.
Telephone: +265 (0) 888 800 800 Fax: +265 (0) 1 830 077

Directors: Dr. George Partridge (Chairman), Mr. Hlshah Anadkat (V. Chairman), Mr. John Bizwick, Mr. John O'Neill, Mrs. Elizabeth Nafeni, Mr. Dean Lungu, Mr. Khumbo Phiri, Mr. Gerard Randall (South Africa), Mr. Michiel Bultelaar (Chief Executive Officer) (The Netherlands)

www.tnm.co.mw

Appendix 3: Data Collection Tool

I am *Yohane Nyowani*, a student, at Chancellor College pursuing Master of Arts in Human Resources Management and Industrial Relations. I am collecting data for a research study on the "*Effects of Downsizing on Surviving Employees' Organisational Commitment and Job Security*". Therefore, I would like to ask you to help me in responding to the questions as in this questionnaire. Be assured that any information provided by you will only be used for academic purposes and all information will be treated with the highest degree of confidentiality. Please respond honestly to the questions to ensure that valid and reliable data is collected. Thank you in advance for your help and time offered in completing this questionnaire.

From question 1-3 please tick appropriately in the circles

1. How long have you been working with Telecom Network Malawi?

- a) 1-2 years c) 6-8 years e) 11 years +
b) 3-5 year d) 9-10 years

2. What position do you hold in this organisation?

.....

3. What is your highest level of Education?

- a) PhD b) Masters' Degree c) Bachelors' Degree
d) Diploma e) Certificate

From question 4-5 please tick an appropriate response(s) that suit your position using a scale of 1-5 (1-strongly agree, 2-agree, 3-neutral, 4-disagree,5-strongly disagree)

4. What do you think contributed to the downsizing process at TNM?

i) Management wanted to reduce costs

- 1 2 3 4 5

ii) It was due to merger and acquisition

- 1 2 3 4 5

iii) It was a result of technological advancement

1 2 3 4 5

iv) It was due to Globalization

1 2 3 4 5

v) Other

Specify.....

5. In your opinion which of the following factors made management of TNM resort to downsizing of its workforce

i) To achieve organisational efficiency/profitability

1 2 3 4 5

ii) To achieve employee productivity

1 2 3 4 5

iii) To achieve organisational competitiveness/performance

1 2 3 4 5

iv) Other Specify.....

From question 6-8 Please tick appropriately in the provided circles

6. Did you receive prior communication on TNM Management intention to downsize its workforce?

Yes No

7. Do you think you were given a detailed plan on how the downsizing process was to be carried out?

Yes No

8. Were you involved in decision making during the downsizing process?

Yes No

From question 9-14 please tick appropriate response(s) that suit your position using a scale of 1-5 (1-strongly agree, 2-agree, 3-neutral, 4-disagree, 5-strongly disagree)

9. What option (s) to downsizing was given to employees by management before implementation of the downsizing process?

i) TNM did not replace employees after they had left

1 2 3 4 5

ii) TNM gave its employee opportunity to leave the organisation voluntarily

1 2 3 4 5

iii) TNM allowed its employees to go for early retirement

1 2 3 4 5

iv) Other
Specify.....

10. After downsizing process

i) I had a positive feeling to continue working with TNM

1 2 3 4 5

ii) I was willing to continue being identified with TNM

1 2 3 4 5

iii) I had desire to maintain attachment with TNM

1 2 3 4 5

iv) I exerted the same effort like the one before downsizing on behalf of the organisation

1 2 3 4 5

v) My goals and values were aligned with those of TNM

1 2 3 4 5

vi) Other

Specify.....

11. After downsizing at TNM

i) I continued maintaining employment because of economic benefits or the income

1 2 3 4 5

ii) I continued maintaining employment because I did not want to lose friends

1 2 3 4 5

iii) I would leave TNM if offered employment with attractive economic benefits elsewhere

1 2 3 4 5

iv) Other
Specify.....

12. After downsizing at TNM

i) I consider it morally right (as my responsibility) to remain an employee of TNM

1 2 3 4 5

ii) I maintained employment with the TNM due to a feeling of obligation

1 2 3 4 5

iii) I maintained employment with TNM because I felt a sense of debt owed to my supervisor, co-worker and the company as a whole.

1 2 3 4 5

iv) Other
Specify.....

13. After downsizing process at TNM

i) I had assurance of continued employment with the organization

1 2 3 4 5

ii) I had the capacity to predict whether there would be further downsizing of work force and which employees would be affected?

1 2 3 4 5

iii) I had control in the process of downsizing

1 2 3 4 5

iv) I had fear of losing the job itself

1 2 3 4 5

v) I had fears of being laid off in the near future

1 2 3 4 5

vii) other specify.....

14. After the downsizing process I had fears of losing important aspects of job features such as job content, career opportunities, workmates etc

1 2 3 4 5

Appendix 4: Research Budget

ACTIVITY	COSTS(MK)
Transport (Fuel Costs)	250,000.00
Printing and Photocopy	50,000.00
Binding	60,000.00
Air Time	40,000.00
Food	50,000.00
Pens & Rubber	20,000
Total cost	470,000.00

Appendix 5: Research Time Frame

	TIME										
ACTIVITY	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Proposal development, Submission and Incorporation of Comments	Red	Red									
Defending the Proposal		Red									
Incorporating comments from academicians			Blue								
Constructing data Collection tool and collection of data				Yellow	Yellow						
Data Analysis						Purple					
Report Writing							Grey	Grey	Grey		
Submission of Draft Report										Red	
Incorporation of Comments										Green	
Submission of Final Report										Green	Green
Defending the Final Report											Green